

# Gujarat Technological University

## Syllabus for New MBA Program effective from Academic Year 2011-12

(Also Applicable to 2<sup>nd</sup> Year Students of 2010-12 Batch MBA Program)

### COMPULSORY COURSES

MBA-II  
Semester-III

#### Strategic Management (SM)

##### 1. Course Objectives:

The content of this course is designed to provide an integrated view of the functional areas and to acquaint them with the strategic management process.

The subject would thus offer students the opportunity to exercise qualities of judgment and help them to develop a holistic perspective of the management of organizations. The specific objectives of this course are:

- To familiarize the learners with the concept of strategic management and understand the significance of managing the business strategically in the current business environment
- To familiarize the learners with the strategies at corporate, business and functional levels
- To understand and analyze the firm's external environment, the resources and thus carrying out SWOT analysis for strategy formulation
- To understand the process of strategy implementation and the challenges of managing a change
- To understand strategic control system to monitor the strategy implementation process
- To get acquainted with various strategies adopted by firms to successfully compete with their rivals

##### 2. Course Duration:

The course duration is of 36 sessions of 75 minutes each i.e. 45 hours.

### 3. Course Contents:

Module No:	Module Content	No. of Sessions	70 Marks (External Evaluation)
I	<p><b>Strategic Management: An Introduction</b></p> <ul style="list-style-type: none"> <li>• Stakeholders in Business;</li> <li>• The I/O Model and</li> <li>• Resource-based Model of Above Average Return,</li> <li>• Vision, Mission and Purpose;</li> <li>• Business Model and Strategy</li> </ul> <p><b>Environmental Analysis:</b></p> <ul style="list-style-type: none"> <li>• External and Industry Environmental Analysis using PEST and Porter's Five-Force Model,</li> <li>• Understanding concepts such as Key Success Factors; Driving Forces,</li> <li>• Strategic Group Mapping;</li> </ul> <p><b>Internal Analysis:</b></p> <ul style="list-style-type: none"> <li>• Concept of Value Chain,</li> <li>• SWOT Analysis;</li> <li>• Resources, Capabilities and Competencies,</li> <li>• Distinctive Competence and Core Competence of Organizations;</li> <li>• Competitive Advantage and Sustainable Competitive Advantage;</li> </ul>	7	17
II	<p><b>Strategy Formulation;</b></p> <ul style="list-style-type: none"> <li>• Strategy formulation at Business and Corporate levels, Diversification,</li> <li>• Strategic Alliance and Joint Ventures;</li> <li>• Mergers &amp; Acquisitions;</li> <li>• International Business Strategies.</li> </ul> <p><b>Case: AXIS Bank: Banking on Technology and Market Segments for Competitive Space (T1) / ONGC's Growth Strategy (T2) / Maruti Udyog Ltd.: The Competition Ahead (T3)</b></p>	7	17
III	<p><b>Nuances of Strategy Implementation:</b></p> <ul style="list-style-type: none"> <li>• Operationalising the strategy,</li> <li>• Functional Strategies and Policies,</li> <li>• Institutionalizing the Strategy,</li> <li>• Matching Structure and Strategy,</li> <li>• Strategic Leadership and Organization Culture;</li> <li>• Management of Change.</li> </ul> <p><b>Case: Manpower Australia: Using Strategy Maps and the Balanced Scorecard Effectively (T1) / Louis V. Gerstner Jr.: The Man who Turned IBM Around (T2)</b></p>	7	18

IV	<b>Strategic control:</b> <ul style="list-style-type: none"> <li>• Operations Control and Strategic Control;</li> <li>• Measurement of Performance;</li> <li>• Balanced Scorecard</li> <li>• Ethics</li> <li>• Corporate governance and Social Responsibilities.</li> </ul> <b>Case: Tata Steel: A Century of Corporate Social Responsibilities (T2) / Jack Welch and the General Electric Management System (R1)</b>	7	18
V	<b>Practical Application with reference to strategic perspective:</b> Study of ancient wisdom, Study of ancient Indian leaders like Chanakya, Chandra Gupta Maurya, Vikramaditya etc., Yesteryear leaders like Gandhiji, Sardar Vallabhbhai Patel, Shastri, Nehru etc., Current business Leaders namely Sir Ratan Tata, Birla's, Ambani's, Narayan Murthy, Nandan Nilekani, Rahul Bajaj, Vijay Mallya or any other leader of your choice as Strategic Leader.	8	Internal Evaluation (20 Marks of CEC)

#### 4. Teaching Method:

The following pedagogical tools will be used to teach this course:

- Lectures
- Case Discussions and Role Playing
- Audio-visual Material (Using CDs/ Clippings)
- Assignments and Presentations

#### 5. Evaluation:

A	Projects/Assignments/Quiz/Class Participation, etc.	Weightage (50%) (Internal Assessment)
B	Mid-Semester Examination	Weightage (30%) (Internal Assessment)
C	End-Semester Examination (Min. 30% Theory and Mon. 70% Practical)	Weightage (70%) (External Assessment)

#### 6. Basic Text Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
T1	Arthur A. Thompson, A. J. Strickland, John E. Gamble and Arun K. Jain	Crafting and Executing Strategy: The Quest for Competitive Advantage – Concept and Cases**	Tata McGraw-Hill, New Delhi	Latest Edition
T2	Michael Hitt, Robert E. Hoskisson, and	Management of Strategy: Concepts and Cases	Cengage Learning	Latest Edition

	R. Duane Ireland			
<b>T3</b>	Robert Grant	Contemporary Strategic Management	Wiley India Pvt. Ltd.	Latest Edition

**\*\* This book is also followed at **University of Alberta, Edmonton,CANADA** where our 30 **GTU MBA students** with a **Professor** are currently undergoing 6 weeks Summer Experience Program, learning Strategic Management through this book and other Case Studies.**

**Note:** Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

### 7. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
R1	J. A. Kulkarni Asha Pachpande Sandeep Pachpande	Case Studies in Management [Pearson Casebook Series]	Pearson Education	2011, Latest
	Sanjay Mohapatra	Case Studies in Strategic Management: A Practical Approach [Pearson Casebook Series]	Pearson Education	2011, Latest
			Pearson Education	2011, Latest
R2	Azhar Kazmi	Strategic Management and Business Policy	Tata McGraw- Hill	Latest Edition
R3	Gerry Johnson, Kevan Scholes and Ricard Whittington	Exploring Corporate Strategy: Text and Cases	Pearson Education	Latest Edition
R4	Michael Porter	Competitive Advantage: Creating and Sustaining Superior Performance	Free Press	Latest Edition
R5	P. Subba Rao	Business Policy and Strategic Management	Himalaya Publishing House	Latest Edition
R6	Robert Grant	Contemporary Strategic Management: Case Studies	Wiley India Pvt. Ltd.	Latest Edition

### 8. List of Journals/Periodicals/Magazines/Newspapers, etc.

- Harvard Business Review
- Vikalpa – A Journal for Decision Makers
- SANKALPA: Journal of Management & Research (ISBN: 2231 1904)
- Management Review
- Business Standard/Economic Times/Financial Times.

## 9. Session Plan:

Module / Session Nos.	Topics to be covered
<p>I  Session 1-7</p>	<p><b>Strategic Management:</b> An Introduction;</p> <ul style="list-style-type: none"> <li>• Stakeholders in Business;</li> <li>• The I/O Model and</li> <li>• Resource-based Model of Above Average Return,</li> <li>• Vision, Mission and Purpose;</li> <li>• Business Model and Strategy</li> <li>• External and Industry Environmental Analysis using PEST and Porter’s</li> <li>• Five-Force Model,</li> <li>• Understanding concepts such as Key Success Factors; Driving Forces,</li> <li>• Strategic Group Mapping;</li> <li>• Concept of Value Chain,</li> <li>• SWOT Analysis;</li> <li>• Resources, Capabilities and Competencies,</li> <li>• Distinctive Competence and Core Competence of Organizations;</li> <li>• Competitive Advantage and Sustainable Competitive Advantage</li> </ul>
<p>II  8-14</p>	<ul style="list-style-type: none"> <li>• Strategy formulation at Business and Corporate levels, Diversification,</li> <li>• Strategic Alliance and Joint Ventures;</li> <li>• Mergers &amp; Acquisitions;</li> <li>• International Business Strategies.</li> </ul> <p><b>Case: AXIS Bank:</b> Banking on Technology and Market Segments for Competitive Space (T1) /ONGC’s Growth Strategy (T2) / Maruti Udyog Ltd.: The Competition Ahead (T3)</p>
<p>III  15-21</p>	<ul style="list-style-type: none"> <li>• Operationalising the strategy,</li> <li>• Functional Strategies and Policies,</li> <li>• Institutionalizing the Strategy,</li> <li>• Matching Structure and Strategy,</li> <li>• Strategic Leadership and Organization Culture;</li> <li>• Management of Change.</li> </ul> <p><b>Case: Manpower Australia: Using Strategy Maps and the Balanced Scorecard Effectively (T1) /Louis V. Gerstner Jr.: The Man who Turned IBM Around (T2) /</b></p>
<p>IV  22-28</p>	<ul style="list-style-type: none"> <li>• Operations Control and Strategic Control;</li> <li>• Measurement of Performance;</li> <li>• Balanced Scorecard.</li> <li>• Ethics,</li> <li>• Corporate Governance and Social Responsibilities.</li> </ul>
<p>V  29-36</p>	<p><b>Practical Application with reference to strategic perspective:</b> Study of ancient wisdom, Study of ancient Indian leaders like Chanakya, Chandra Gupta Maurya, Vikramaditya etc., Yesteryear leaders like Gandhiji, Sardar Vallabhbhai Patel, Shastri, Nehru etc., Current business Leaders namely Sir Ratan Tata, Birla’s, Ambani’s, Narayan Murthy, Nandan Nilekani, Rahul Bajaj, Vijay Mallya or any other leader of your choice as Strategic Leader.</p>

## MBA II

### Semester III

#### Legal Aspects of Business (LAB)

##### 1. Course Objective:

The objectives of the course are:

1. To sensitize the students and also help them appreciate the overall legal framework within which legal framework aspects relating to business activities are carried out.
2. To create awareness in respect of rules and regulations affecting various managerial functions.

**2. Course Duration:** The course duration is of 36 sessions of 75 minutes each i.e. 45 hours.

##### 3. Course Contents:

Module No:	Module Content	No. of Sessions	70 Marks (External Evaluation)
I	<b>Indian Contract Act – 1872</b> General Principles of Contract Act-Introduction, Essentials of a valid contract, Agreement and contract, Types of contracts, Proposal and Acceptance, Capacity to contract, Free consent, performance and discharge of a contract, remedies on breach of a contract. <b>Specific Contracts</b> Sections 124 TO 238 (Bare act) e.g. Indemnity, guarantee, bailment, pledge, agency, etc Rights & Duties of the respective parties, applications in the business World.	7	17
II	<b>Companies act, 1956.</b> Introduction, Types of Companies, Memorandum & Articles of Association, Prospectus, Meetings, Appointment and removal of directors, Membership of a company, Issue of Capital, Amalgamation and Reconstruction.	7	17
III	<b>Negotiable Instruments Act – 1881, Sales of Goods Act – 1930 &amp; Consumer Protection act, 1986</b> Negotiable Instruments Act – 1881 – Instruments, Types of Negotiable instruments and their essential features, Parties to negotiable instruments, Discharge of parties from liabilities, Dishonor of Cheques due to insufficiency of funds. Sales of Goods Act – 1930 & Consumer Protection act, 1986 Sale of Goods act, 1930- Contract of sale and its features, conditions & warranties, Performance of contract, Rights of an unpaid seller, Breach of Contract Consumer Protection Act, 1986– Introduction, Consumer & consumer disputes, Consumer protection councils, various consumer disputes redressal agencies.	7	18

<b>IV</b>	Intellectual Property Rights(IPRs) & Environmental Laws & Information Technology Act, 2000 (i) <b>Intellectual Property Rights(IPRs)</b> - Introduction, their major types like Patents, Trademarks, Copyrights, Industrial designs, etc. Important provisions. With respect to registration, renewal, revocation, remedies in case of infringement. (ii) <b>Environmental Laws</b> - Introduction, Major laws like Air pollution, Water pollution, Environment protection, Powers of Central & State Governments, various offences & penalties, Role of Judiciary, Environment Impact Assessment (EIA). (iii) <b>Information Technology act, 2000</b> - Introduction, Digital Signature, Electronic Governance, cyber crimes and remedies. Electronic records, Controlling and certifying authority, cyber regulation appellate tribunals.	7	18
<b>V</b>	<b>Practical:</b> Students should select real life cases from Government and/or Corporate world, study the same and make public presentation in the class.	8	Internal Evaluation (20 Marks of CEC)

#### 4. Teaching Method:

The following pedagogical tools will be used to teach this course:

- Lectures
- Case Discussions and Role Playing
- Audio-visual Material (Using CDs/ Clippings)
- Assignments and Presentations

#### 5. Evaluation:

A	Projects/Assignments/Quiz/Class Participation, etc.	Weightage (50%) (Internal Assessment)
B	Mid-Semester Examination	Weightage (30%) (Internal Assessment)
C	End-Semester Examination (Min. 30% Theory and Mon. 70% Practical)	Weightage (70%) (External Assessment)

#### 6. Basic Text Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
T1	K. R. Bulchandani	Business Laws for Management	Himalaya	Latest Edition
T2	N. D. Kapoor	Mercantile Law	Sultan Chand & Sons	Latest Edition
T3	Prof Akhileshwar Pathak	Legal Aspects of Business	Tata McGraw Hill	Latest Edition

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

### 7. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
R1	L Bently& B Sherman	Intellectual Property Law	Oxford	Latest Edition
R2	S SGulshan	Company law	Excel	Latest Edition
R3	S SGulshan	Business Law	Excel	Latest Edition
R4	Ramaswamy, B S	Contracts and their management	Lexis Nexis	Latest Edition
R5	Kuchhal MC	Mercantile Laws	PHI	Latest Edition
R6	Ravindra Kumar	Legal Aspects of Business	Cengage	Latest Edition
R7	Prof.(Cmde) P K Goel	Business Law for Managers	Biztantra	Latest Edition
R8	RohiniAggarwal	Mercantile and Commercial Laws	Taxman	Latest Edition
R9	Bare Acts to be used, wherever required.			

### 8. List of Journals/Periodicals/Magazines/Newspapers, etc.

It is requested that students are taught to understand and appreciate the applications of various business laws in various managerial functions. This may be ensured by asking them to study and prepare assignments on different business laws as applicable to their functions.



## 9. Session Plan:

Session Nos.	Topics to be covered
1	General Principles of Contract Act-Introduction, Essentials of a valid contract, Agreement and contract, Types of contracts, ,
2-3	Proposal and Acceptance, Capacity to contract, Free consent
4-5	Performance and discharge of a contract, Remedies on breach of a contract, Quasi Contracts.
6-7	Indemnity & Guarantee, Bailment & Pledge, Contract of Agency
8-10	Introduction, Types of Companies, Memorandum & Articles of Association, Prospectus
11-12	Meetings, Appointment and removal of directors
13 -14	Membership of a company, Issue of Capital, Amalgamation and Reconstruction
15	Negotiable Instruments Act – 1881 – Instruments, Types of Negotiable instruments and their essential features
16 -17	Parties to negotiable instruments, Discharge of parties from liabilities, Dishonor of Cheques due to insufficiency of funds
18-19	Sale of Goods act, 1930- Contract of sale and its features, conditions & warranties, Performance of contract, Rights of an unpaid seller, Breach of Contract
20-21	Consumer Protection Act, 1986 – Introduction, Consumer & consumer disputes, Consumer protection councils, various consumer disputes redressal agencies.
22-24	Intellectual Property Rights (IPRs) - Introduction, their major types like Patents, Trademarks, Copyrights, Industrial designs, etc. Important provisions. With respect to registration, renewal, revocation, remedies in case of infringement.
25-26	Environmental Laws - Introduction, Major laws like Air pollution, Water pollution, Environment protection, Powers of Central & State Governments, various offences & penalties, Role of Judiciary, Environment Impact Assessment (EIA).
27-28	Information Technology act, 2000 - Introduction, Digital Signature, Electronic Governance, cyber crimes and remedies. Electronic records, Controlling and certifying authority, cyber regulation appellate tribunals.
29-36	<b>Practical:</b> Students should select real life cases from Government and/or Corporate world, study the same and make public presentation in the class.

## **MBA-II**

### **Semester-III**

#### **Global / Country Study and Report (GCR)**

The student shall also study and prepare a Global / Country Report in **Semester III (identify the Country and Company/Product), and Semester IV (complete the Report)**. The objective is enable the student and teaching faculty learn about at least **ONE Country, how to do business / export / import with / within that country**, and prepare and submit a **Global / Country Report** by end of **Semester IV** as a part of MBA curricula.

Partial Credits (**2 Credits**) shall be given for Global / Country Study (GCR) in **Semester III** for defining the project, selecting a country and company for study, and commencing the study; **balance 3 Credits** shall be given after passing Semester IV during which the study shall be completed and Report be submitted to the College in **CD and one Print and bound copy**.

A **Global / Country Study and Report (GCR)** shall be prepared by the student as a part of MBA curricula.

#### **Reference Materials:**

Reports and Websites of The World Bank, Asian Development Bank, African Development Bank, Reserve Bank of India, Government of India and Governments of respective countries of interest to the student and faculty member.

**Separate Guidelines shall be issued for Global / Country Report.**

## MBA-II

### Semester-III

#### Comprehensive Project – Industry Defined Problem (CP-IDP)

In addition to Major Specializations, there will be **oversixty Sectorial / Industry Areas for Practical studies** in which theoretical papers / books are **not** to be taught in regular classroom sessions, but the teachers and students are **free to use** any available books, publications and online material to understand and guide the students for various sectors. Ideally, a teacher should study and specialize in at least TWO Sectors, so four teachers can guide 60 students in a class. **(Refer Appendix 1: List of Sectorial Areas for Comprehensive Project study).**

A student has to opt for **any ONE of the Sectorial Areas** and select an **Industry Defined Problem (IDP)** for commencing his/her **Project work** in **Semester III (1 Credit)**, and **complete the study and submit the CP Report in CD and Print & one bound copy in Semester IV (6 Credits)**. Thus **'Comprehensive Project Report'** is a major area of practical work / study in the MBA Program.

**GTU's 25 'Innovation Sankuls' and Skill Development Councils (SDCs)** located all over Gujarat in urban and rural areas shall be contacted by the students seeking help to select IDPs for their **Project work**. Ideally, **Weekends** including **Saturdays (Power staggering days)** can be spared for the **Project Work**. The objective is to enable the student along with the teaching faculty to go to industry / business / NGO / Government organization **once a week** and **develop an insight** into management practices in different functions, sectors and regions, as also to **exchange ideas** to promote **Innovation and Skills** in **Industry and Academia** for **mutual benefits**. A **Comprehensive Project Report(CPR)** shall be prepared by the student as a part of MBA curricula.

**Separate Guidelines shall be issued for Comprehensive Project Report.**

#### Reference Books:

##### For Comprehensive Project Work:

Sr. No.	Author	Name of Book	Publisher	Year of Publication
R1	Subba Rao Chaganti	Pharmaceutical Marketing in India	GIFT-Excel Series	Latest Edition
R2	Parag Diwan, Debash C patra	Where is oil in national reforms	Excel Books	Latest Edition
R3	R V Shahi	Indian Power Sector – Challenge and Response	Excel Books	Latest Edition
R4	<b>Any Industry / Sector Study Book / Journal may be referred as per the Student's selection of Project.</b>			

## ELECTIVE COURSES

### MBA-II

### SEMESTER-III

### INTERNATIONAL BUSINESS (IB)

**1. Course Objective:** The course is intended to provide a basic understanding about the finer aspects of international business to the students. It is aimed at making the students realize that international business is a combination of multiple disciplines brought together in a systematic manner. The integration of General Management, Operations, Financial Management, Marketing Management as well as Human Resource Management in an international perspective is essential to international business.

**2. Course Duration:** The course duration is of 36 sessions of 75 minutes each, i.e. 45 hours.

#### **3. Course Contents:**

<b>Module No:</b>	<b>Module Content</b>	<b>No. of Sessions</b>	<b>70 Marks (External Evaluation)</b>
<b>I</b>	Globalization and International Business. The cultural environments facing business. The Political and Legal Environment facing business. The Economic Environment facing Business.	7	17
<b>II</b>	Government influence on Trade. Cross-national cooperation and agreements. Global foreign exchange markets. The Determination of Exchange Rates.	7	17
<b>III</b>	The Strategy of International Business. Country Evaluation and Selection. Export and Import Strategies. The Organization of International Business.	7	18
<b>IV</b>	Marketing Globally. Global manufacturing and Supply Chain Management. International Accounting Issues. The Multinational Finance Function. Human Resource Management.	7	18
<b>V</b>	<b>Practical:</b> Student shall study at least 4 to 5 Case Studies on International / Global Businesses. The faculty shall guide students on conducting research about how to go about Global / Country Study with reference to an International / Global Company.	8	Internal Evaluation (20 Marks Of CEC)

#### **4. Teaching Method:**

- (a) Case discussion covering a cross section of decision situations.
- (b) Discussion on Issues and techniques of strategic aspects
- (c) Project Assignment/Quiz/Class Participation, etc.

## 5. Evaluation:

A	CEC- Projects/ Assignments/ Quizzes/ Individual or group Presentation/ Class participation/ Case studies etc	50 marks (Internal Assessment)
B	Mid-Semester examination	Weightage 30% (Internal Assessment)
C	End –Semester Examination	Weightage 70% (External Assessment)

## 6. Basic Text Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
T1	Daniels, Radebaugh, Sullivan and Salwan	International Business – Elements and Operations	Pearson Education	Latest Edition
T2	Mike W. Peng and Deepak K Srivastava	Global Business	Cengage Learning	Latest edition
T3	Charles Hill and Arun Jain	International Business	Tata McGraw Hill	Latest edition

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

## 7. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Edition
R1	Onkovist and Shaw	International Marketing: Analysis and Strategy	Pearson Education	Latest Edition
R2	P. SubbaRao	International Business: Text and Cases	Himalaya	Latest Edition
R3	Dr. M B Rao, Manjula Guru	International Business	Vikas	Latest Edition
R4	O P Agarwal	International Business	Himalaya	Latest Edition
R5	R Chandran	International Business	University	Latest Edition
R6	Hyun Sooklee, R K Srivastava	International Business : Country Culture and Corporate Culture	Excel	Latest Edition
R7	Justin Paul	International Business	PHI	Latest Edition
R8	Barbara Parker	Introduction to Globalization and Business-Relationship and responsibilities	Sage India	Latest Edition
R9	Ajami	International Business: Theory and Practice	PHI	Latest Edition
R10	A Nag	International Business Strategy	Vikas	Latest Edition

R11	Johny Johnson	Global Marketing; Foreign Local Marketing and Global Marketing	Tata McGraw Hill	Latest Edition
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### 8. List of Journals/Periodicals/Magazines/Newspapers, etc.

- Journal of International Business
- Harvard Business Review
- Business World
- SANKALPA: Journal of Management & Research (ISBN: 2231 1904)
- The Economic Times and Financial Express (Business Newspapers)

### 9. Session Plan:

Session Nos.	Topics to be covered
1	Globalization and International Business.
2-3	The cultural environments facing business
4-5	The Political and Legal Environment facing business.
6-7	The Economic Environment facing Business.
8-10	Government influence on Trade.
11	Cross-national cooperation and agreements.
12	Global foreign exchange markets.
13-14	The Determination of Exchange Rates.
15-16	The Strategy of International Business.
17-18	Country Evaluation and Selection.
19	Export and Import Strategies.
20-21	The Organization of International Business.
22	Marketing Globally.
23-24	Global manufacturing and Supply Chain Management.
25	International Accounting Issues.
26-27	The Multinational Finance Function.
28	Human Resource Management.
29-36	<b>Practical:</b> Student shall study at least 4 to 5 Case Studies on International / Global Businesses. The faculty shall guide students on conducting research about how to go about Global / Country Study with reference to an International / Global Company.

## MBA-II

### SEMESTER-III

#### New Enterprise and Innovation Management (NE&IM)

##### 1. Course Objective: The objectives of the course are:

- Help students assess their entrepreneurial potential and develop the confidence to venture into challenging career of entrepreneurship.
- To create an urge among them to become entrepreneurial manager should they decide to take up a job as a manager in an organization.
- Prepare a bankable business plan which can be considered prerequisite of starting and obtaining finance particularly from venture finance, public issue, etc.
- Understand aspects of starting a new venture.
- To help them understand and appreciate challenging of starting and managing new ventures.
- Frame and develop start up strategies understand issues and problems pertaining to growth stage including delegation, formalization of system and HR issues.

##### 2. Course Duration: The course duration is of 36 sessions of 75 minutes each, i.e. 45 hours.

##### 3. Course Contents:

Module No:	Module Content	No. of Sessions	70 Marks (External Evaluation)
I	<b>Entrepreneurship and enterprise:</b> Concept, role in economic development. Entrepreneurial competencies: awareness, assessment and development. Simulation exercise on goal setting in entrepreneurship. Entrepreneurial and Intrapreneurial mind. International entrepreneurship opportunities.	7	17
II	<b>Business Plan:</b> Emerging Business Opportunities-sources and assessment. Business Plan: Concepts, Methods, analysis and interpretation, sources of external finance, short term as well as long term. Informal risk capital and venture capital. Financial statements, BEP, Ratio's and project appraisal criteria's, Feasibility studies – Financial, Technical, Environmental and Marketing.	7	17
III	<b>Start Up:</b> Institutional support to start up and incentives for SSI. Statutory obligation in starting a unit (general like Income Tax, VAT, CST or GST, Service tax, excise and customs, labour laws, etc. Start up strategies. Dealing with outside agencies like consultant, contractors, etc. Key marketing issue of new venture. Starting a franchising business. Starting an e-commerce venture. Buying a running business.	7	18
IV	<b>Managing growing venture:</b> Growth, objective and strategy. Managing growth. Assessing resource from external sources, for financing growth including public issue, merger, amalgamation, joint venture, collaboration	7	18

	and selling business. <b>Innovation Management:</b> Innovation management an introduction, organizational setups that facilitate innovations. Management of research and development. Strategic alliances and network.		
<b>V</b>	<b>Practical:</b> The student can perform one of the following or combination according to the instruction of the faculty in charge: <ul style="list-style-type: none"> <li>• Prepare a feasibility report/business plan and make presentation in the class.</li> <li>• Prepare an assignment on at least three leading entrepreneurs</li> <li>• Visit a franchisee and prepare a report and/or make presentation in the class</li> </ul>	8	Internal Evaluation (20 Marks Of CEC)

#### 4. Teaching Method:

- (a) Lectures, simulations exercises like managerial games, role play, etc.  
(b) Experience sharing with entrepreneurs by visiting industry, guest talks and live projects.  
(c) Project Assignment/Quiz/Class Participation, etc.

#### 5. Evaluation:

A	CEC- Projects/ Assignments/ Quizzes/ Individual or group Presentation/ Class participation/ Case studies etc	50 marks (Internal Assessment)
B	Mid-Semester examination	Weightage 30% (Internal Assessment)
C	End –Semester Examination	Weightage 70% (External Assessment)

#### 6. Basic Text Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
T1	Robert D. Hisrich, Michael P Peters and Dean A Sheperd	Entrepreneurship	Tata McGraw Hill	Latest Edition
T2	P C Jain	Handbook of New Entrepreneurs	Oxford University Press	Latest edition
T3	Paul Trot	Innovation Management and New Product Development	Pearson Education	Latest Edition

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.



## 7. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Edition
R1	S Nagendra and V S Manjunath	Entrepreneurship and Management	Pearson Education	Latest Edition
R2	P Narayana Reddy	Entrepreneurship : Text and Cases	Cengage	Latest Edition
R3	T W Zimmerer and N M Scarborough	Essentials of Entrepreneurship and Small Business Management	Prentice Hall	Latest Edition
R4	W A Sahlman, H H Stevenson, M J Roberts and Amar Bhide	Entrepreneurial Ventures	Harvard Business School Press	Latest Edition
R5	B M Patel	Project Management, Strategic Financial Planning Evaluation and Control	Vikas	Latest Edition
R6	Jack M Kalpan	Patters of Entrepreneurship	Wiley	Latest Edition
R7	Bruce R Barringer and R Duane Ireland	Entrepreneurship: Successful launching New Ventures	Pearson Education	Latest Edition
R8	Joe Tidd, John Bessant and Keith Pavitt	Managing Innovation	Wiley	Latest Edition
R9	Peter F Drucker	Innovation and Entrepreneurship	East-West News-papers	Latest Edition
R10	Timmons Spinelli	New Venture Creation Entrepreneurship for 21st Century	Tata McGraw Hill	Latest Edition
R11	Nandan	Fundamental of Entrepreneurship	PHI	Latest Edition
R12	R Gopal, PradipManjrekar	Entreperneurshipn and Innovation Management	Excel	Latest Edition

## 8. List of Journals/Periodicals/Magazines/Newspapers, etc.

- Business Standard, The Economic Times, Financial Express, Business Magazines like Business Today, the Journal of Entrepreneurship, Entrepreneurship and Regional Development, Journal of Business Venturing, Small Enterprise Development, Entrepreneurship Theory and Practice .

## 9. Session Plan:

Session	Topics to be covered
1	<b>Entrepreneurship and enterprise:</b> Concept, role in economic development.
2	Entrepreneurial competencies: awareness, assessment and development.
3-4	Simulation exercise on goal setting in entrepreneurship.
5	Entrepreneurial and Intrapreneurial mind.
7	International entrepreneurship opportunities.
8	<b>Business Plan:</b> Emerging Business Opportunities-sources and assessment.
9-10	Business Plan: Concepts, Methods, analysis and interpretation, sources of external
11-14	Informal risk capital and venture capital. Financial statements, BEP, Ratio's and
15-16	<b>Start Up:</b> Institutional support to start up and incentives for SSI. Statutory
17	Dealing with outside agencies like consultant, contractors, etc. Key marketing issue
18-19	Starting a franchising business.
20	Starting an e-commerce venture.
21	Buying a running business.
22	<b>Managing growing venture:</b> Growth, objective and strategy.
23-25	Managing growth. Assessing resource from external sources, for financing growth
26-28	<b>Innovation Management:</b> Innovation management an introduction, organizational
29-36	<p><b>Practical:</b> The student can perform one of the following or combination according to the instruction of the faculty in charge:</p> <ul style="list-style-type: none"> <li>• Prepare a feasibility report/business plan and make presentation in the class.</li> <li>• Prepare an assignment on at least three leading entrepreneurs</li> <li>• Visit a franchisee and prepare a report and/or make presentation in the class</li> </ul>

**MBA-II**

**SEMESTER-III**

**QUALITY MANAGEMENT (QM)**

**1. Course Objective:**

The objective of the course is to:

Understand the role of quality management function in the functioning of an organization and how the quality managed at various levels in the organisation.

**2. Course Duration:** The course duration is of 36 sessions of 75 minutes each, i.e. 45 hours.

**3. Course Contents:**

<b>Module No:</b>	<b>Module Content</b>	<b>No. of Sessions</b>	<b>70 Marks (External Evaluation)</b>
<b>I</b>	<b>Concept</b> of quality and quality management, Types of Quality , Dimensions of Product & Service quality, Cost of Quality, Concepts from various quality gurus, Statistical concepts in Quality Management: Variations; process capability; quality assurance, Quality Improvementtools.	7	17
<b>II</b>	<b>Total Quality Management</b> - concept and evolution, Principles of TQM, key elements of TQM , TQM in services, Six Sigma – Concepts and role in quality management.	7	17
<b>III</b>	Concept of <b>Kaizen and Lean Manufacturing</b> , QFD and QCC, Poka-yoke philosophy, Breakthrough Improvement - Invention and Innovation , Creativity , Brainstorming, Value analysis and value engineering; Benchmarking. Business Process Re-engineering - key concepts of BPR, Emergence of BPR , Benefits of BPR, Rules of BPR, BPR methodologies,	7	18
<b>IV</b>	<b>Total Productive Maintenance (TPM)</b> , Failure Mode and Effect Analysis (FEMA), Customer-driven Quality,customer relationship management.Various Quality Standards – Development of standards, ISO series, Quality Audit – Audit standards, Objectives and types, Audit checklist, Internal audit.Cost of Quality, Quality strategy for Indian industry	7	18
<b>V</b>	Select any organisation that adopted any quality standard (i.e. <b>ISO 9000 / 14000 / 18000/ 27000</b> etc.) and prepare a report on how the quality is managed in organisation. Take guidance from your subject teacher / Quality Manager from Industry.	8	Internal Evaluation (20 Marks of CEC)

#### 4. Teaching Method:

- (a) Case discussion
- (b) Projects/ Assignments/ Quizzes/ Class participation etc
- (c) Compulsory class presentation with live experiences of world class quality management.

#### 5. Evaluation:

A	CEC- Projects/ Assignments/ Quizzes/ Individual or group Presentation/ Class participation/ Case studies etc	50 marks (Internal Assessment)
B	Mid-Semester examination	Weightage 30% (Internal Assessment)
C	End –Semester Examination	Weightage 70% (External Assessment)

#### 6. Basic Text Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
T1	CharantimathPoornima M.	Total Quality Management	Pearson	Second Edition
T2	Bedi Kanishka	Quality Management	Oxford	Latest edition

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

#### 7. Reference Books:

Sr. No.	Author	Name of Book	Publisher	Edition
R1	Tapan K. Bose	Total Quality Management	Pearson	Second edition
R2	Bhat Shridhara K.	Total Quality Management – Text & cases	Himalaya	Latest edition
R3	Frank M. Gryna Richard C. H. Chua	Jurans’s Quality Planning & Analysis for Enterprise Quality	TMH	Fifth Edition
R4	Howard S Gitlow Alan J Oppenheim Rosa Oppenheim David M Levine	Quality Management	TMH	Third Edition
R5	Howard S Gitlow, Oppenheim and Levine	Quality Management	McGraw - Hill	Third or later edition
R6	BhatShridhara K.	Quality Management	Himalaya	Latest edition
R7	Dale H. Besterfield & et al.	Total Quality Management	Pearson	Third or later edition
R8	Rajaram S. and Sivakumar M.	Total Quality Management	Biztantra	Indian text edition

## 8. List of Journals/Periodicals/Magazines/Newspapers, etc. (Same as old syllabus)

- Various Journals of Quality management and Total Quality Management and online Resources, Quality Policies of Corporates, SMEs and International / Global Companies.

## 9. Session Plan:

Session Nos.	Topics to be covered
1-2	Concept of quality and quality management, Types of Quality , Dimensions of Product & Service quality, Cost of Quality,.
3	Contribution of various quality gurus,
4-5	Statistical concepts in Quality Management: Variations; process capability; quality assurance
6-7	Quality Improvementtools
8-10	Total Quality Management - concept and evolution, Principles of TQM, key elements of TQM
11	TQM in services
12-14	Six Sigma – Concepts and role in quality management, Practical case study related to first two modules.
15 – 16	Concept of Kaizen and lean manufacturing, QFD and QCC, Poka-yoke philosophy, Breakthrough Improvement - Invention and Innovation , Creativity
17 – 18	Brainstorming, Value analysis and value engineering;. Benchmarking
19-21	Business Process Re-engineering - key concepts of BPR, Emergence of BPR , Benefits of BPR, Rules of BPR, BPR methodologies, ,
22-24	Total Productive Maintenance (TPM), Failure Mode and Effect Analysis (FEMA), Customer-driven Quality,customer relationship management.
25-26	Various Quality Standards – Development of standards, ISO series, Various quality standards adopted by Indian companies
27-28	Quality Audit – Audit standards, Objectives and types, Audit checklist, Internal audit. Cost of Quality, Quality strategy for Indian industry
29-36	Select any organization that adopted any quality standard (i.e. <b>ISO 9000 / 14000 / 18000/ 27000</b> etc.) and prepare a report on how the quality is managed in organization. Take guidance from your subject teacher / Quality Manager from Industry.

## MBA II

### Semester III

#### Corporate Taxation (CT)

**1. Course Objective:** The course intends to equip students with the ability to apply corporate tax provisions to corporate world. The provisions of taxation are discussed to provide necessary inputs to the students for handling real life business problems efficiently using appropriate concepts of taxation laws.

**2. Course Duration:** The course duration is of 36 sessions of 75 minutes each, i.e. 45 hours.

#### 3. Course Contents:

Module No:	Module Content	No. of Sessions	70 Marks (External Evaluation)
I	Law of Income-tax in brief, Corporate Tax Planning: Tax Planning, Tax Management, Tax Avoidance and Tax Evasion	7	17
II	Corporate Tax in India: Definitions, Residential Status and Tax Incidence, taxation of Companies, Tax Planning with respect to New Business- Location of Business, Nature of Business, Form of Organisation	7	17
III	Tax Planning with respect to Financial management Decisions, Managerial decisions, sale of scientific research assets and receipt of Insurance compensation; Tax Planning in respect of Employees Remuneration	7	18
IV	Non Resident: tax planning in respect of Non – resident, double taxation relief, transfer pricing and advance ruling for Non-residents.	7	18
V	<b>Practical:</b> Practical project on all the above topics to be done, a report to be submitted of the same and a presentation to be given in the class in presence of faculty in charge and a <b>Tax Practitioner or Chartered Accountant.</b>	8	Internal Evaluation (20 marks of CEC)

#### 4. Teaching Method:

The course will use the following pedagogical tools:

- Discussion on concepts and issues on Corporate Taxation.
- Case discussion covering a cross section Corporate Taxation.
- Projects/ Assignments/ Quizzes/ Class participation etc

## 5. Evaluation:

A	Projects/Assignments/Quiz/Class Participation, etc.	Weightage (50%) (Internal Assessment)
B	Mid-Semester Examination	Weightage (30%) (Internal Assessment)
C	End-Semester Examination (Min. 30% Theory and Mon. 70% Practical)	Weightage (70%) (External Assessment)

## 6. Basic Text Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
T1	Dr. Vinod K Singhania & Dr Monica Singhania	Corporate Tax Planning and Business tax Procedures	Taxmann Publication	Latest Edition
T2	Girish Ahuja & Ravi Gupta	Direct Tax Laws & Practices	Bharat Law House	Latest Edition

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

## 7. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
R1	Dr. Vinod K Singhania & Dr Kapil Singhania	Direct Taxes – Law & Practice	Taxmann	Latest Edition
R2	H P Ranina	Corporate Taxation	Orient Law House	Latest Edition
R3	Paolo M Panteghini	Corporate Taxation in a dynamic world	Springer	Latest Edition

## 8. List of Journals/Periodicals/Magazines/Newspapers, etc.:

Business Standard, The Economic Times, The Chartered Accountant, The Chartered Secretary, FinancialExpress, Chartered Financial Analyst, Business World, Business Today.

## 9. Session Plan:

Session Nos.	Topics to be covered
1 - 3	Law of Income-tax in brief
4 - 7	Corporate Tax Planning: Tax Planning, Tax Management, Tax Avoidance and Tax Evasion
8 - 10	Corporate Tax in India: Definitions, Residential Status and Tax Incidence, taxation of Companies
11 -14	Tax Planning with respect to New Business- Location of Business, Nature of Business, Form of Organisation
15 - 21	Tax Planning with respect to Financial management Decisions, Managerial decisions, sale of scientific research assets and receipt of Insurance compensation; Tax Planning in respect of Employees Remuneration
22 - 28	Non Resident: tax planning in respect of Non – resident, double taxation relief, transfer pricing and advance ruling for Non-residents.
28 - 36	<b>Practical:</b> Practical project on all the above topics to be done, a report to be submitted of the same and a presentation to be given in the class in presence of faculty in charge and a <b>Tax Practitioner or Chartered Accountant.</b>



## MBA II

### Semester III

#### Financial Planning (FP)

##### 1. Course Objectives:

1. Determining the client's financial status by analyzing and evaluating the client's information.
2. Developing and preparing a client-specific financial plan tailored to meet the goals and objectives of client, commensurate with client's value, temperament, and risk tolerance.
3. Implement and monitor the financial plan.

**2. Course Duration:** The course duration is of 36 sessions of 75 minutes each, i.e. 45 hours.

##### 3. Course Contents:

Module No:	Module Content	No. of Sessions	Marks (20% of 70)
I	<b>Planning Personal Finances:</b> Personal Finance basics and the Time value of Money; Financial aspects of Career planning, Money Management Strategy; Financial Statements and Budgeting, Planning your Tax strategy	7	17
II	<b>Managing Personal Finances:</b> Financial Services: saving plans and payment accounts, introduction to consumer credit, choosing a source of credit	7	17
III	<b>Insuring resources:</b> Property and Motor vehicle insurance, Health, disability and long term care insurance and Life insurance	7	18
IV	<b>Investing Financial Resources:</b> Investing Fundamentals, Investing in stocks, Bonds, Mutual funds, Real estate and Other Investment alternatives	7	18
V	<b>Practical:</b> Prepare a Financial Plan for a Person / Manager / Entrepreneur / Director / CEO of a Company / Bank / Insurance Agent, considering his / her current expense level, future needs of family, retirement age and contingency funds.	8	Internal Evaluation (20 marks of CEC)

##### 4. Teaching Method:

The course will use the following pedagogical tools:

- (a) Discussion on concepts and issues on financial planning.
- (b) Case discussion covering a cross section of financial planning.
- (c) Projects/ Assignments/ Quizzes/ Class participation etc

## 5. Evaluation:

A	Projects/Assignments/Quiz/Class Participation, etc.	Weightage (50%) (Internal Assessment)
B	Mid-Semester Examination	Weightage (30%) (Internal Assessment)
C	End-Semester Examination (Min. 30% Theory and Mon. 70% Practical)	Weightage (70%) (External Assessment)

## 6. Basic Text Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
T1	Jack R. Kapoor, Les R. Dlabay, Robert J. Hughes	Personal Finance	McGraw-Hill Higher Education	Latest Edition
T2	Prasanna Chandra	Investment Analysis and Portfolio Management	Tata McGraw Hill	Latest Edition

## 7. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
R1	V.K.Singhania	Taxman's direct taxes planning and management	Taxman	Latest Edition
R2	Essentials of Investments	Corporate Tax Planning	McGraw-Hill Higher Education	Latest Edition

## 8. List of Journals/Periodicals/Magazines/Newspapers, etc.

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

1. Business Standard
2. The Economic Times
3. The Chartered Accountant
4. The Chartered Secretary
5. Financial Express
6. Chartered Financial Analyst
7. Business World
8. Business Today

## 9. Session Plan:

Session Nos.	Topics to be covered
1 - 3	Personal Finance basics and the Time value of Money; Financial aspects of Career planning
4 - 7	Money Management Strategy; Financial Statements and Budgeting, Planning your Tax strategy
8 - 10	Financial Services; saving plans and payment accounts
11 - 14	Introduction to consumer credit, choosing a source of credit
15 – 21	Property and Motor vehicle insurance, Health, disability and long term care insurance and Life insurance
22 – 28	Investing Fundamentals, Investing in stocks, Bonds, Mutual funds, Real estate and Other Investment alternatives
29-36	<b>Practical:</b> Prepare a Financial Plan for a Person / Manager / Entrepreneur / Director / CEO of a Company / Bank / Insurance Agent, considering his / her current expense level, future needs of family, retirement age and contingency funds.

## MBA II

### Semester III

#### Gandhian Philosophy for Managing Business (GPMB)

##### 1. Course Objectives:

This is a new area of study, based on Gandhian Thoughts on Managing Business. Mahatma Gandhi is said to be one of the most influential leaders of 20<sup>th</sup> century, whose teachings, as professed by himself, are considered to be some of the best practices for managing nations and businesses based on the principles of **Non-Violence and Peace**.

Businesses, particularly Indian Banks and Businesses have increasingly adopted Gandhian Philosophy for managing business successfully. For example, Gandhiji said: '**Customer is God**' which is followed by **all Public Sector Banks in India** and displayed prominently in all their Branches. There are many such examples.

**2. Course Duration:** The course duration is of 36 sessions of 75 minutes each, i.e. 45 hours.

##### 3. Course Contents:

The entire course shall be taught through **6 (Six) Major Case Studies, Readings, and Experience Sharing** in the class with the help of Professor and **Gandhian Philosophy Practitioners from Public / Government and Private Sectors / Bankers / Industry Managers / Entrepreneurs** who have good exposure in managing / advising **Businesses, NGOs and Governments** based on Gandhian Thoughts including the Principles of Non-Violence & Peace.

**International Scholars on Gandhian Thoughts may also be invited for Guest Lectures / case Studies and Experience Sharing in European / American / Asian and African Countries.**

##### 4. Teaching Methods:

The following pedagogical and practical tools will be used to teach / learn this course:

1. Lectures
2. Case Studies / Discussions
3. Role Play
4. Assignments and Presentation

##### 5. Evaluation:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weightage 50% (Internal Assessment- 50 Marks)
B	Mid-Semester examination	Weightage 30 % (Internal Assessment-30 Marks)
C	End –Semester Examination	Weightage 70% (External Assessment-70 Marks)

## 6. Basic Text Books:

Some books and online resources are prescribed below. Many books are in **Gujarati, Hindi and other vernacular languages**, which may be read by the students as **background material**, in addition to following books and resources:

### 1. Basic Text Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
T1	Nand Kishore Prasad	Economic Vision of Mahatma Gandhi	<a href="http://gauravbookcentre.com/Index.aspx?Subject=Gandhi">http://gauravbookcentre.com/Index.aspx?Subject=Gandhi</a>	978-81-8376-236-6
T2	Subhash R Mehta	The Gandhian Concept of Practical Violence	MLBD Publications, New Delhi	Latest Edition
T3	Kamal Taori, Dr	Gandhiji Gramudhyog (Village Industry)	<a href="http://www.kamaltaori.com">www.kamaltaori.com</a>	English edition (under print)
T4	Marla / Taori	Operationalising Holistic Human Development – Food for Thought & Ideas for Action in the Rural Context	Concept Publishing Co., New Delhi	2007, Latest

### 6. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
R1	P. V. Sarma	Gandhian philosophy and human development (Papers presented at the National Seminar on Gandhian Philosophy and Human Development, held at Visakhapatnam during 16-18 February 2007)	Kanishka	2008, Latest
R2	Sattar	Quintessence of Gandhian Thought	<a href="http://gauravbookcentre.com/Index.aspx?Subject=Gandhi">http://gauravbookcentre.com/Index.aspx?Subject=Gandhi</a>	81-8429-058
R3	Rajesh verma	Educational Vision of Mahatma Gandhi	-do-	978-81-8376-237-3

## 8. List of Journals/Periodicals/Magazines/Newspapers, etc.

The students should refer the latest websites on Gandhian Thoughts in order to get relevant topic/information pertaining to the subject. Journals are also available in almost all languages of India and major foreign languages:

1	<a href="http://www.gandhiserve.org">www.gandhiserve.org</a> for Latest articles
2	<a href="http://www.gandhi-manibhavan.org">www.gandhi-manibhavan.org</a> for List of Gandhian Websites
3	<a href="http://www.mkgandhi-sarvodaya.org">www.mkgandhi-sarvodaya.org</a>
4	<a href="http://www.subhaschandrabose.org/fb/FB%20Vol%2001%20No%2007.pdf">http://www.subhaschandrabose.org/fb/FB%20Vol%2001%20No%2007.pdf</a>
5	<a href="http://www.gandhiserve.org/information/brief_philosophy/brief_philosophy.html">http://www.gandhiserve.org/information/brief_philosophy/brief_philosophy.html</a>
6	<a href="http://www.mkgandhi.in/related.htm">http://www.mkgandhi.in/related.htm</a> List of Gandhian Websites
7	<a href="http://www.kamaltaori.com">www.kamaltaori.com</a> On Gandhian Philosophy for Sustainable Development. Author of many books on the subject.
8	Many other resources.

## **FUNCTIONAL AREAS:**

### **FUNCTIONAL AREA (MARKETING MANAGEMENT)**

**MBA II**

**Semester III**

**Consumer Behaviour (CB)**

1. **Course Objective:**The objective of the course is to:

- Familiarize the students with the behavioural aspects of consumers.
- To understand the internal forces, external influences and processes that go on to affect consumer behaviour, the challenges generated for the marketers and the strategies which could be implemented.

2. **Course Duration:** The course duration is of 36 sessions of 75 minutes each i.e. 45 hours.

3. **Course Contents:**

<b>Module No.</b>	<b>Modules / Sub-Modules</b>	<b>Sessions</b>	<b>70 Marks (External Evaluation)</b>
<b>I</b>	<b>Understanding the Consumer:</b> Consumer Behaviour and the Marketing Concept, Customer Value, Satisfaction, Trust and Retention, The Impact of New Technology on Marketing, The Consumer Research Process, Market Segmentation and Strategic Targeting.	7	17
<b>II</b>	<b>Consumer as an Individual:</b> Consumer Motivation , Personality and Consumer Behavior, Consumer Perception	7	17
<b>III</b>	<b>Consumer as an Individual:</b> Consumer Learning, Consumer Attitude Formation and Change, Communication and Consumer Behaviour.	7	18
<b>IV</b>	<b>Socio-Cultural settings and Consumer Behaviour:</b> The Family and Social Class,Influence of Culture on Consumer Behaviour, Cross-cultural Consumer Behaviour. <b>Consumer Decision Making:</b> Consumers and the Diffusion of Innovation, Consumer Decision Making and Beyond	7	18
<b>V</b>	<b>Practical:</b> Select any topic on consumer behavior, perform a market survey, and prepare the report and/or presentation in the class.	8	Internal Evaluation (20 Marks of CEC)

#### 4. Teaching Methods:

The course will use the following pedagogical tools:

- (a) Discussion on concepts and issues on Consumer Behaviour.
- (b) Case discussion.
- (c) Projects/ Assignments/ Quizzes/ Class participation etc

#### 5. Evaluation:

A	Projects/Assignments/Quiz/Class Participation, etc.	Weightage (50%) (Internal Assessment)
B	Mid-Semester Examination	Weightage (30%) (Internal Assessment)
C	End-Semester Examination (Min. 30% Theory and Mon. 70% Practical)	Weightage (70%) (External Assessment)

#### 6. Basic Text Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
T1	Schiffman, Kanuk and Ramesh Kumar	Consumer Behaviour	Pearson	Latest Edition
T2	Loudon and Della Bitta	Consumer Behaviour	Tata McGraw Hill	Latest Edition

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

#### 7. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
R1	Blackwell and Engel	Consumer Behaviour	Cengage	Latest Edition
R2	MajumudarRamanuj	Consumer Behaviour: Insights from Indian Market	PHI	Latest Edition
R3	Hoyer, MacInnis and Dasgupta	Consumer Behaviour	Biztantra	Latest Edition
R4	Evans	Consumer Behaviour	Wiley	Latest Edition
R5	Lingquist Jay D	Consumer Behaviour	Cengage	Latest Edition
R6	Coakes, Steed and Dzidic	SPSS 13.0 for Windows	Wiley	Latest Edition

#### 8. List of Journals/Periodicals/Magazines/Newspapers, etc.

Journal of Consumer Research, Journal of Consumer Behaviour, Business Magazines



**9. Session Plan:**

<b>Session Nos.</b>	<b>Topics to be covered</b>
1-2	Consumer Behaviour and the Marketing Concept: , Customer Value, Satisfaction, Trust and Retention, The Impact of New Technology on Marketing
3-4	The Consumer Research Process
5-6	Market Segmentation and Strategic Targeting
7	Case studies
8-9	Consumer Motivation
10-11	Personality and Consumer Behavior
12-13	Consumer Perception
14	Case studies
15-16	Consumer Learning
17-18	Consumer Attitude Formation and Change
19-20	Communication and Consumer Behaviour
21	Case studies
22	The Family and Social Class
23	Influence of Culture on Consumer Behaviour
24	Cross-cultural Consumer Behaviour
25	Consumers and the Diffusion of Innovation
26	Consumer Decision Making and Beyond
27-28	Case Studies
29-36	<b>Practical:</b> Select any topic on consumer behavior, perform a market survey, and prepare the report and/or presentation in the class.

## MBA II

### Semester III

#### Integrated Marketing Communication (IMC)

1. **Course Objective:**The objective of the course are:

- To familiarize the students with concepts and practices in marketing communications.
- To learn various communication tools and its effectiveness in contemporary time, and
- Draw a lesson from that knowledge for better integration of various marketing communications tools.
- Bring out ideas for effective marketing communications.

2. **Course Duration:** The course duration is of 36 sessions of 75 minutes each i.e. 45 hours.

3. **Course Contents:**

Module No.	Modules / Sub-Modules	Sessions	70 Marks (External Evaluation)
I	<b>An Introduction to Integrated Marketing Communication (IMC):</b> Meaning and Role of IMC in Marketing process, one voice communication v/s IMC, Introduction to IMC tools, Role of Advertising Agencies and other marketing organizations providing marketing services and perspectives on consumer behaviour.	7	17
II	<b>Understanding communication process:</b> Source, Message, Channel factors, Communication response hierarchy – AIDA model, Hierarchy of effect model, Innovation Adoption mode, Information Processing Model, The Standard learning Hierarchy, Attribution Hierarchy, and low involvement hierarch. Consumer Involvement – The Elaboration Likelihood (ELM) Model, the Foote, Cone and Belding (FCB) Model.	7	17
III	<b>Planning for Marketing Communication (Marcom):</b> Establishing Marcom Objectives and Budgeting for Promotional Programmes – Setting communication objectives, Sales as marcom objective, DAGMAR approach for setting ad objectives. Budgeting for marcom- Factors influencing budget, Theoretical approach to budgeting viz, Marginal analysis and Sales response curve, Method to determine marcom budget.	7	18
IV	<b>Developing the Integrated Marketing Communication Programme and Measuring Effectiveness:</b> Planning and development of creative marcom. Creative strategies in advertising, sales promotion, publicity, event sponsorships	7	18

	etc. Creative strategy in implementation and evaluation of marcom – Types of appeals and execution styles. Media planning and selection decisions – steps involved and information needed for media planning. Measuring the effectiveness of all promotional tools and IMC.		
V	<p><b>Practical: The student/s can perform any one or combination of the following:</b></p> <p>1. Select a product/service category and identify the IMC tools used for Communication. 2. Select any Advertising or other marketing communication agency and study the functional departments of the same. 3. Select a product/service and make a TV, Radio and Print, Web advertisement, packaging of the same. 4. Select an IMC related topic and perform research on the same. 5. Select few competing brands and study TV, Radio and Print, Web advertisement, packaging and direct marketing and perform comparative analysis of the same. 6. Perform a comparative analysis of outdoor advertising for a product/service category. 7. Perform a comparative analysis of Point-of-purchase displays for a product/service category. 8. Study on ethical, legal and social aspects of advertising and communication along with the legislative self regulatory controlling advertising and promotions in India. 9. <b>Any other topic of interest to the student or faculty in charge.</b></p>	8	Internal Evaluation (20 Marks of CEC)

#### 4. Teaching Methods:

The course will use the following pedagogical tools:

- (a) Discussion on concepts and issues on marketing communications.
- (b) Case discussion covering a cross section of marketing communications.
- (c) Projects/ Assignments/ Quizzes/ Class participation etc

#### 5. Evaluation:

A	Projects/Assignments/Quiz/Class Participation, etc.	Weightage (50%) (Internal Assessment)
B	Mid-Semester Examination	Weightage (30%) (Internal Assessment)
C	End-Semester Examination (Min. 30% Theory and Mon. 70% Practical)	Weightage (70%) (External Assessment)

## 6. Basic Text Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
T1	Geroge Belch, Michael Belch, and KeyoorPurani	Advertising & Promotion – an Integrated Marketing Communications Perspective	Tata Mcgraw Hill	Latest Edition
T2	Kruti Shah & Alan D-Souza	Advertising and Promotions: An IMC Perspective	Tata Mcgraw Hill	Latest Edition
T3	Terence A. Shimp	Advertising and Promotion: An IMC approach	Cengage Learning	Latest Edition

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

## 7. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
R1	Kenneth Clow and Donald Baack.	Integrated Advertising, Promotion, and Marketing Communication	Pearson	Latest Edition
R2	A H HKazmi and Satish K Batra	Advertising and Promotions	Excel	Latest Edition
R3	Aaker, Batra and Myers	Advertising Management	Prentice	Latest Edition
R4	Thomas O'Guinn, allen and Semenik	Advertising Management –with integrated brand Promotion	Cengage Learning	Latest Edition
R5	Sharma and Singh	Advertising: Planning and Implementation	PHI Learning	Latest Edition
R6	Wells Moriarty and Burnett	Advertising; Principles and Practice	Pearson	Latest Edition
R7	Tom Duncan	Principles of Advertising and IMC	TATA MCGRAW Hill	Latest Edition

## 8. List of Journals/Periodicals/Magazines/Newspapers, etc.

Journal of Advertising, Journal of marketing, Indian Journal of Marketing, Indian Management, Journal of Consumer Behaviour

## 9. Session Plan:

Session Nos.	Topics to be covered
1-2	Introduction to IMC and its role in Marketing Process, one voice communication v/s IMC.
3-4	Introduction to IMC Tools – Advertising, sales promotion, publicity, public relations, and event sponsorship.
5-7	The role of advertising agencies and other marketing organizations providing marketing services and perspectives on consumer behaviour.
8-10	<b>Understanding communication process:</b> Source, Message and channel factors, communication response hierarchy – AIDA model, Hierarchy of effect model, Innovation Adoption mode, Information Processing Model, The Standard learning Hierarchy, Attribution Hierarchy, and low involvement hierarch.
11-13	Consumer Involvement – The Elaboration Likelihood (ELM) Model, the Foote, Cone and Belding (FCB) Model.
14	Case Studies
15-17	<b>Planning for Marketing Communication (Marcom):</b> Establishing Marcom Objectives and Budgeting for Promotional Programmes – Setting communication objectives, Sales as marcom objective, DAGMAR approach for setting ad objectives.
18-20	Budgeting for marcom- Factors influencing budget, Theoretical approach to budgeting viz, Marginal analysis and Sales response curve, Method to determine marcom budget.
21	Case Studies
22	<b>Developing the Integrated Marketing Communication Programme and Measuring Effectiveness:</b> Planning and development of creative marcom. Creative strategies in advertising, sales promotion, publicity, event sponsorships etc.
23-24	Creative strategy in implementation and evaluation of marcom – Types of appeals and execution styles.
25-26	Media planning and selection decisions – steps involved and information needed for media planning.
27	Measuring the effectiveness of all promotional tools and IMC.
28	Case Studies
29-36	<b>Practical: The student/s can perform any one or combination of the following:</b> 1. Select a product/service category and identify the IMC tools used for Communication. 2. Select any Advertising or other marketing communication agency and study the functional departments of the same. 3. Select a product/service and make a TV, Radio and Print, Web advertisement, packaging of the same. 4. Select an IMC related topic and perform research on the same. 5. Select few competing brands and study TV, Radio and Print, Web advertisement, packaging and direct marketing and perform comparative analysis of the same. 6. Perform a comparative analysis of outdoor advertising for a product/service category. 7. Perform a comparative analysis of Point-of-purchase displays for a product/service category. 8. Study on ethical, legal and social aspects of advertising and communication along with the legislative self regulatory controlling advertising and promotions in India. <b>9. Any other topic of interest to the student or faculty in charge.</b>

## MBA II

### Semester III

#### Sales & Distribution Management (SDM)

##### 1. Course Objective:

The objective of this course is to help students understand the Sales & Distribution functions as integral part of marketing functions in a business firm. Globalization, increased competition, rapid changes in communication and information technology and need for higher level of customer orientation have made sales and distribution management extremely important. This course will make students appreciate the role of sales managers in the context of Indian economy with particular reference to essential consumer and industrial goods and services.

**2. Course Duration:** The course duration is of 36 sessions of 75 minutes each i.e. 45 hours.

##### 3. Course Contents:

Module No.	Modules / Sub-Modules	Sessions	70 Marks (External Evaluation)
I	<b>Introduction to Sales &amp; Distribution Management:</b> Nature and scope of salesmanagement, personal selling objectives,Types of sales management positions, Theories of personal selling, personal selling strategies, case analysis.	7	17
II	<b>Personal Selling Process, Sales Territories &amp; Quotas:</b> Selling process, relationship selling,Designing Sales Territories, sales quotas, case Analysis	7	17
III	<b>Distribution Management:</b> Introduction, need and scope of distribution management, marketing channels strategy, levels of channels, institutions for channels- retailing wholesaling, designing channel systems, channel management, case analysis.	7	18
IV	<b>Market logistics and supply chain management:</b> Definition & scope of logistics,Components of logistics, inventory &warehouse management, transportation,channel information systems, distribution management in international markets, Caseanalysis.	7	18

<b>v</b>	<p><b>Practical and Training sessions can include any combination of the following topics</b></p> <p>What to do to increase business with distribution partner?  How to sale and how to forecast Sales  How to take Budgeting Decisions  <b>How to Employing the right people and developing a team</b>  How to Developed sales strategies  How to Use technology to improve sales  How to Set Goals together  Trainings for distributor’s sales and technical support  Monthly newsletters to the distributors with product and other news  Quarterly supply of updated sales and technical presentations  Provision of samples, demo and evaluation units.  Regular “value-added” meetings  Sales activities  Define target customers’ groups in specific industry sectors  Pro-active search for key players in defined verticals  etc</p>	8	Internal Evaluation (20 Marks of CEC)
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#### 4. Teaching Methods:

The course will use the following pedagogical tools:

- (a) Discussion on concepts and issues on Sales & Distribution Management.
- (b) Case discussion covering a cross section of Sales & Distribution Management.
- (c) Projects/ Assignments/ Quizzes/ Class participation etc

#### 5. Evaluation:

A	Projects/Assignments/Quiz/Class Participation, etc.	Weightage (50%) (Internal Assessment)
B	Mid-Semester Examination	Weightage (30%) (Internal Assessment)
C	End-Semester Examination (Min. 30% Theory and Mon. 70% Practical)	Weightage (70%) (External Assessment)

## 6. Basic Text Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
T1	Krishna K. Havaladar, Vasant M. Cavale	Sales & Distribution Management	Tata McGraw Hill	Latest Edition
T2	Richard R. Still, Edward W. Cundiff, Norman A.P. Govoni	Sales Management : Decisions, Strategies & Cases	Pearson	Latest Edition
T3	Johnson F.M., Kurtz D.L., Scheuing E.E.	Sales Management: Concepts, Practice, and Cases	Tata McGraw- Hill	Latest Edition

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

## 7. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
R1	Dr. S. L. Gupta	Sales & Distribution Management	Excel Books.	Latest Edition
R2	Panda Tapan K., Sahadev Sunil	Sales & Distribution Management	Oxford	Latest Edition
R3	David Jobber, Geoffrey Lancaster	Sales & Distribution Management	Pearson	Latest Edition

## 8. List of Journals/Periodicals/Magazines/Newspapers, etc.

Professional selling, Journal of Personal Selling & Sales Mgmt., Journal of Marketing Channels, Journal of Supply Chain Mgmt., International Journal of Retail and Distribution Mgmt. etc.



**9. Session Plan:**

<b>Session Nos.</b>	<b>Topics to be covered</b>
1-2	Introduction to Sales & Distribution Management, Nature and scope of sales management, personal selling objectives, Types of sales management positions.
3-5	Theories of personal selling, personal selling strategies Sales forecasting and budgeting decisions, emerging trends in selling, ethical leadership.
6-9	Personal Selling Process-prospecting, sales presentation, objection handling, closing the sale and post sales activities
10-13	Relationship selling, Designing Sales Territories, Sales Quotas Sales organization structures.
14-17	Distribution Management, Introduction, Need and Scope of distribution Management, Marketing Channels strategy, levels of channels Institutions for channels- Retailing and Wholesaling
18-20	Designing channel systems, Channel Management and control ,Definition & scope of logistics, Components of logistics
21-26	Inventory & Warehouse Management, Transportation, Channel Information Systems
26-28	Distribution management in international markets.
29-36	<p><b>Practical and Training sessions can include any combination of the following topics</b></p> <p>What to do to increase business with distribution partner?            How to sale and how to forecast Sales            How to take Budgeting Decisions  <b>How to Employing the right people and developing a team</b>            How to Developed sales strategies            How to Use technology to improve sales            How to Set Goals together            Trainings for distributor’s sales and technical support            Monthly newsletters to the distributors with product and other news            Quarterly supply of updated sales and technical presentations            Provision of samples, demo and evaluation units.            Regular “value-added” meetings            Sales activities            Define target customers’ groups in specific industry sectors            Pro-active search for key players in defined verticals            etc</p>

## **FUNCTIONAL AREA (FINANCE MANAGEMENT)**

MBA

Semester III

### **Strategic Financial Management (SFM)**

#### **1. Course Objectives:**

On completion of this paper candidates should be able to:

- a. Prepare reports for management explaining and evaluating the financial consequences of strategic decisions.
- b. Identify and evaluate appropriate sources of finance, their risks and costs.
- c. Assess potential investment decisions and strategies.
- d. Select the techniques most appropriate to optimize the employment of financial resources and critically evaluate such techniques.

#### **2. Course Duration:**

The total hours for teaching this course will be 45 hours, which will be divided into 36 sessions of 75 minutes duration each.

#### **3. Course Contents:**

<b>Module No:</b>	<b>Module Content</b>	<b>No. of Sessions</b>	<b>70 Marks (External Evaluation)</b>
<b>I</b>	Financial Strategy and Planning, Project Planning and Control	7	17
<b>II</b>	Risk Evaluation and Capital Budgeting, Dividend and Retention Policies, Valuation of Business	7	17
<b>III</b>	Analysis of Risk and Uncertainty, Business Restructuring and Industrial sickness	7	18
<b>IV</b>	Designing Capital Structure Operating, Financial and Combined Leverage	7	18
<b>V</b>	<b>Practical:</b> Student should study at least 4 to 5 cases in above mentioned areas and make a Public Presentation the class in presence of preferably a <b>Finance Manager / Banker.</b>	8	Internal Evaluation (20 Marks of CEC)

#### **3. Teaching Method:**

The subject must be taught keeping in light the linkage of corporate strategy and financial decisions. Discussion should be encourages on

- a. Evaluating the financial consequences of Strategic Decisions.
- b. Analysing the consequence of Financial Decisions on Corporate Strategy.

#### 4. Evaluation:

A	Projects/Assignments/Quiz/Class Participation, etc.	Weightage (50%) (Internal Assessment)
B	Mid-Semester Examination	Weightage (30%) (Internal Assessment)
C	End-Semester Examination (Min. 30% Theory and Mon. 70% Practical)	Weightage (70%) (External Assessment)

#### 5. Basic Text Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
T1	Khan and Jain	Financial Management	TMH	2 <sup>nd</sup> Edition, 2011
T2	Ravi M. Kishor	Strategic Financial Management	Taxmann	Latest, 2011
T3	AshvarathDamodaran	Corporate Finance	Wiley India	Latest , 2010

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

#### 6. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
R1	Dr. R.P. Rustagi	Taxmann's Financial Management Theory, Concepts & Problems	Taxmann	Latest Edition
R2	J.B.Gupta	Strategic Financial Management	Taxmann	2011, Latest
R3	Brealey & Myers	Principles of Corporate Finance	McGraw Hill	Latest Edition
R4	I.M. Pandey	Financial Management	Vikas Publishing	9 <sup>th</sup> Edition

#### 8. Lists of Journals/ Periodicals/ Magazines/ Newspapers:

Economic Times, Financial Express, Journal of Finance.

### 9. Session Plan:

<b>Session</b>	<b>Topics to be covered</b>
<b>1-2</b>	Financial Strategy and Planning
<b>3-5</b>	Project Planning and Control
<b>6-10</b>	Risk Evaluation and Capital Budgeting
<b>11-12</b>	Dividend and Retention Policies
<b>13-16</b>	Valuation of Business
<b>17-19</b>	Analysis of Risk and Uncertainty
<b>20-23</b>	Business Restructuring and Industrial sickness
<b>24-27</b>	Designing Capital Structure
<b>28-30</b>	Operating Financial and Combined Leverage
<b>31-36</b>	<b>Practical:</b> Student should study at least 4 to 5 cases in above mentioned areas

## MBA-II

### Semester III

#### Management of Financial Services (MFS)

##### 1. Course Objectives:

The Financial Services include both the banking and non-banking services either based on fees or assets/funds. The content of this course is designed to provide basic understanding of the working of Indian financial systems and the management of non-banking financial services. The specific objectives of the course include:

- a. To familiarise the students with Indian financial systems.
- b. To equip the students with the theoretical and practical knowledge of different non-banking financial services.
- c. To develop the skills to run and manage different financial services as a manager/entrepreneur.

##### 2. Course Duration:

The total hours for teaching this course will be 45 hours, which will be divided into 36 sessions of 75 minutes duration each.

##### 3. Course Contents:

Module No:	Module Content	No. of Sessions	70 Marks (External Evaluation)
I	Introduction to Indian Financial System, Reserve Bank of India, SEBI, IRDA, Financial Institutions, Financial Instruments, Structure and types of banking and non-banking financial institutions, Introduction to different markets : Capital market, Money market, Primary Market, Secondary Market, Repo Market, Government Security Market, Foreign Exchange Market Overview	9	17
II	Merchant Banking, Credit Rating, Venture Capital, Mutual Fund	8	17
III	Leasing and Hire Purchase, Factoring and Forfeiting, Securitization	6	18
IV	Brokerage Services , Letter of Credit, Bills Discounting and Bills Financing, Asset Based Retail Financial services, Fee Based Retail Financial services, Financial Service Supervision	8	18
V	<b>Practical:</b> Student should study at least 4 to 5 cases in above mentioned areas and make a Public Presentation the class in presence of preferably a <b>Finance Manager / Merchant Banker.</b>	5	Internal Evaluation (20 Marks of CEC)

#### 4. Teaching Method:

The following pedagogical tools shall be used for teaching the subject:

1. Students can give weekly review of any Financial Services which can be the part of internal assessment.
2. A project on working of selected Financial Services their operation, performance of different schemes, etc. in different services could be done.

#### 5. Evaluation:

A	Projects/Assignments/Quiz/Class Participation, etc.	Weightage (50%) (Internal Assessment)
B	Mid-Semester Examination	Weightage (30%) (Internal Assessment)
C	End-Semester Examination (Min. 30% Theory and Mon. 70% Practical)	Weightage (70%) (External Assessment)

#### 6. Basic Text Books:

S. No.	Author	Name of the Book	Publisher	Year of Publication
T1	Vasant Desai	Financial Markets & Services	Himalaya Publication	Latest Edition
T2	K Sasidharan	Financial Services & System	Tata Mcgraw	Latest Edition

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

#### 7. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
R1	Gupta &Agrawal	Financial Services	Kalyani Publishers	Latest Edition
R2	R Shanmugham	Financial Services	Wiley India	Latest Edition
R3	L M Bhole	Financial Institutions and Markets	Tata Mcgraw	Latest Edition
R4	M Y Khan	Financial Services	Tata Mcgraw	Latest Edition
R5	M Y Khan	Indian Financial Systems	Tata Mcgraw	Latest Edition

#### 8. Lists of Journals/ Periodicals/ Magazines/ Newspapers:

Journal of Economic Times, Financial Report, Economic Times, Business Standard

### 9. Session Plan:

Session Nos.	Topics to be covered
1 - 2	Introduction to Indian Financial System
3 - 5	Reserve Bank of India, SEBI, IRDA, Financial Institutions, Financial Instruments, Structure and types of banking and non-banking financial institutions
6 - 9	Introduction to different markets : Capital market, Money market, Primary Market, Secondary Market, Repo Market, Government Security Market, Foreign Exchange Market Overview
10 - 13	Merchant Banking, ,
14 - 16	Credit Rating, Venture Capital
17	Mutual Fund
18 - 19	Leasing and Hire Purchase
20 - 21	Factoring and Forfeiting
22 - 23	Securitization
24 - 25	Brokerage Services
26 - 27	Letter of Credit, Bills Discounting and Bills Financing
28 - 29	Asset Based Retail Financial services,
30 -31	Fee Based Retail Financial services and Financial Service Supervision
32 -36	<b>Practical:</b> Student should study at least 4 to 5 cases in above mentioned areas and make a Public Presentation the class in presence of preferably a <b>Finance Manager / Merchant Banker</b> .

## MBA-II

### Semester III

#### Security Analysis & Portfolio Management (SAPM)

##### 1. Course Objectives:

- a. To equip the students with the theoretical and practical knowledge of capital market.
- b. To develop the skills for the portfolio constructions, revision, evaluation and investment advisory.

##### 2. Course Duration:

The total hours for teaching this course will be 45 hours, which will be divided into 36 sessions of 75 minutes duration each.

##### 3. Course Contents:

Module No:	Module Content	No. of Sessions	70 Marks (External Evaluation)
I	<u>Introduction to the landscape of investment.</u> Define investment. Investment alternative. The process of investment trading- margin trading etc, types of orders. Risk and return in investment. Real return-nominal return. Historical and expected return. Risk-valuation of risk. Sources of risk. Company stock market interest, inflation, credit risk. Portfolio risk. Power of diversification.	7	17
II	<u>Security analysis and valuation</u> The fundamental analysis. EIC framework economic analysis- variables tracked industry analysis- variables tracked- company analysis- variables analysed. Sources of information and trouble shots of financial statements. Behaviour finance and efficient market theory and technical analysis. Tools and uses.	7	17
III	<u>Theories of capital market</u> CAPM, Sharpe Model, Arbitrage theory and multifactor model, Portfolio Analysis, Listing down data inputs, selection and construction of optimal portfolios.	7	18
IV	<u>Fixed Income Securities &amp; Portfolio Management</u> Investment in bonds, types of bonds, Investment process in bonds. Portfolio Revision, Portfolio Management, Portfolio Evaluation – Sharpe, Jensen, Treynor&Fama Net Selectivity.	7	18
V	<u>Practical Assignments</u> <ul style="list-style-type: none"><li>• Indian capital markets reforms.</li><li>• Index construction methods.</li><li>• EIC analysis of any selected company.</li><li>• Selected tools of technical analysis.</li><li>• Use of Discounted Cash Flow technique for selection</li></ul>	8	Internal Evaluation (20 Marks of CEC)



	of stocks. <ul style="list-style-type: none"> <li>• Brief about Forward, Futures &amp; Options.</li> <li>• Application of CAPM theory.</li> <li>• Creating a portfolio using Sharpe Portfolio Selection.</li> <li>• Portfolio evaluation Mutual Fund Schemes. . . . etc</li> </ul>		
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#### 4. Teaching Method:

The following pedagogical tools shall be used for teaching the subject:

- The suggested method is chalk and talk.
- Students can give weekly review of various markets which can be the part of internal assessment.
- A project on valuation of selected companies based on fundamental and technical analysis could be done.

#### 5. Evaluation:

A	Projects/Assignments/Quiz/Class Participation, etc.	Weightage (50%) (Internal Assessment)
B	Mid-Semester Examination	Weightage (30%) (Internal Assessment)
C	End-Semester Examination (Min. 30% Theory and Mon. 70% Practical)	Weightage (70%) (External Assessment)

#### 6. Basic Text Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
T1	Reilly / Brown,	Investment Analysis and Behaviour	TMH	Latest Edition
T2	ZviBodie, Alex Kane, Alan Marcus and Pitabas Mohanty	Investments	Tata McGraw Hill	Latest Edition
T3	Prasanna Chandra	Investment Analysis And Portfolio Management	Tata McGraw Hill	Latest Edition

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

## 7. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
R1	Fischer and Jordon,	Security analysis and Portfolio Management	Pearson	Latest Edition
R2	Gordon Alexander, William Sharpe and Jeffery Bailey	Fundamental of Investments	Pearson	Latest Edition
R3	P. Pandian	Security analysis and Portfolio Management	Vikas Publishing House	Latest Edition

## 8. List of Journals/Periodicals/Magazines/Newspapers, etc.

Journal of Security Analysis and Portfolio Management.

Applied Finance by ICFAI

## 9. Session Plan:

Session Nos.	Topics to be covered
1-2	Define investment. Investment alternative. The process of investment trading Types of orders.
3-4	Margin trading & Margin Calculation
5-6	Risk and return in investment. Real return-nominal return. Historical and expected return. Risk-valuation of risk.
7	Sources of risk
8-10	EIC framework economic analysis- variables tracked industry analysis- variables tracked- company analysis- variables analysed.  Sources of information and trouble shots of financial statements.
11-13	Technical analysis. Tools and uses.
14-15	Efficient market theory
16	Markowitz Model
17-18	CAPM
19-21	Sharpe Optimum Portfolio Selection. Listing down data inputs, selection and

	construction of optimal portfolios.
<b>22</b>	Arbitrage theory and Multifactor model
<b>23</b>	Investment in bonds
<b>24</b>	Types of bonds
<b>25-26</b>	Investment process in bonds
<b>27</b>	Portfolio Revision & Portfolio Management
<b>28</b>	Portfolio Evaluation – Sharpe, Jensen, Treynor&Fama Net Selectivity.
<b>29-36</b>	<p><u>Practical Assignments</u></p> <ul style="list-style-type: none"> <li>• Indian capital markets reforms.</li> <li>• Index construction methods.</li> <li>• EIC analysis of any selected company.</li> <li>• Selected tools of technical analysis.</li> <li>• Use of Discounted Cash Flow technique for selection of stocks.</li> <li>• Brief about Forward, Futures &amp; Options.</li> <li>• Application of CAPM theory.</li> <li>• Creating a portfolio using Sharpe Portfolio Selection.</li> <li>• Portfolio evaluation Mutual Fund Schemes. . . . etc</li> </ul>

## FUNCTIONAL AREA (HUMAN RESOURCE MANAGEMENT)

MBA II  
Semester III

### Change Management and Organizational Development (CM&OD)

#### 1. Course Objective:

- To sensitize the students about how organizations can be made more effective and dynamic through improving its human resource.
- To develop basic behavioral science skills of the students as future practitioners of OD.
- Help students to understand and apply basic concepts and processes that form the core of organization development
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2. **Course Duration:** The course duration is of 36 sessions of 75 minutes each, i.e. 45 hours.

#### 3. Course Contents:

Module No:	Module Content	No. of Sessions	70 Marks (External Evaluation)
I	Organization development and Reinventing the organization Organizational renewal and Challenge of change Change of the Organizational Culture	07	17
II	OD Practitioner: Role, Styles Diagnostic Process Overcoming Resistance to Change Process Intervention Skills	07	17
III	Strategies for OD Intervention Empowerment and Interpersonal Intervention Interventions for Team Development	07	18
IV	Work team development High Performing Systems and Learning Organizations Organizational Transformation and Strategic Management Changing the culture OD for Future	07	18
V	<b>Practical:</b> Student should study at least 4 to 5 cases in above mentioned areas and make a Public Presentation the class in presence of preferably a <b>HR Manager / HR Consultant.</b>	08	Internal Evaluation (20 Marks of CEC)

#### 4. Teaching Method:

- (a) Case analysis & discussion
- (b) Projects/ Assignments/ Quizzes/ Class participation etc
- (c) Compulsory class presentation with live experiences

#### 5. Evaluation:

A	CEC- Projects/ Assignments/ Quizzes/ Individual or group Presentation/ Class participation/ Case studies etc	50 marks (Internal Assessment)
B	Mid-Semester examination	Weightage 30% (Internal Assessment)
C	End –Semester Examination	Weightage 70% (External Assessment)

#### 6. Basic Text Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
T1	Donald R. Brown and Don Harvey	An experiential Approach to OrganizationDevelopment	Pearson	Latest edition
T2	Wendell French and Cecil Bell	OrganizationDevelopment: Behavioral ScienceInterventions fororganization	PHI	Latest edition
T3	Worley	OrganizationDevelopment andChange	Thomson	Latest edition

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

#### 7. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
R1	Tupper Cawsey	Tool kit for Organization Change	Sage	Latest edition
R2	Joan V. Gallos, Edgar H. Schein	Organization development: A Jossey-Bass reader	Wiley Publications	Latest edition
R3	Robert Golembievsky	Organization Development: Ideas and Issues	Transaction Books, New Jersey	Latest edition

R4	P. G. Aquinas	Organization Structure and Design	Excel	Latest edition
R5	Deepak Kumar	Organisational System, Design	Himalaya	Latest edition
R6	Andriopoulos, Dawson	Managing Change, Creativity and Innovation	Sage	Latest edition

### 8. List of Journals/Periodicals/Magazines/Newspapers, etc. :

Journal of Organization Development, International Journal of strategic human management, Asian Journal of Management Cases, Harvard Business Review, Global Business Review, South Asia Economic Journal, Economic & Political Weekly, Business India / Business World , Mint, **Suggested Case Studies** : Detailed study of Bain & Company & Mc. Kinsey

### 9. Session Plan:

Session Nos.	Topics to be covered
1-2	Organization development and Reinventing the organization
3-5	Organizational renewal and Challenge of change
6-7	Change of the Organizational Culture
8-9	Role & styles of the HR practitioner
10-11	The diagnostic process
12-13	Overcoming resistance to change
14	Process Intervention skills
15-16	OD Intervention strategies
17-19	Employee empowerment & Interpersonal interventions
19-21	Team development interventions
22-23	Work team development
24-25	High performing systems & LO
26-27	Organization transformation & strategic change
28	The challenge & future of organizations
29-36	<b>Practical:</b> Student should study at least 4 to 5 cases in above mentioned areas and make a Public Presentation the class in presence of preferably a <b>HR Manager / HR Consultant.</b>

**MBA II**  
**Semester III**

**Compensation Management (CM)**

**1. Course Objective:** To provide insights in to strategic choices in managing compensation. There have been several innovations in the field of Compensation. The courses will emphasis on this compensation model. The course also provides major Compensation issues in the context of current theory, research and practice. The practices illustrate new development and as well as established approaches to compensation decision.

**2. Course Duration:** The course duration is of 36 sessions of 75 minutes each.

**3. Course Contents:**

<b>Module No:</b>	<b>Module Content</b>	<b>No. of Sessions</b>	<b>70 Marks (External Evaluation)</b>
<b>I</b>	Part I, II Armstrong's book	7	17
<b>II</b>	Part III and IV <do>	7	17
<b>III</b>	Part V and VI <do>	7	18
<b>IV</b>	CM related Labour Laws- P K Padhi's book. <ul style="list-style-type: none"> <li>• Payment of Wages Act, 1936.</li> <li>• Minimum Wages Act, 1948.</li> <li>• Payment of Gratuity Act, 1972.</li> <li>• Payment of Bonus Act, 1965</li> <li>• Equal Remuneration Act, 1976.</li> <li>• Income tax act provisions with respect to salaried persons.</li> <li>• Employees' State Insurance Act, 1948.</li> <li>• Employees' P F &amp; Misc Provisions Act, 1952.</li> <li>• Workmen's Compensation Act, 1923.</li> <li>• Maternity Benefits Act, 1981</li> <li>• Unorganised Sector Workers' Social</li> <li>• Security Act, 2008</li> <li>• Social Security Act</li> <li>• Mediclaim Policies and their salient features</li> </ul>	7	18
<b>V</b>	<b>Practical:</b> Study pay structure of atleast 3 companies from 3 different industries. Propose 'Revised Pay Structure' based on the study of the subject	8	Internal Evaluation (20 Marks of CEC)

**4. Teaching Method:**

The course will use the following pedagogical tools:

- (a)** Case discussion covering a cross section of decision situations.
- (b)** Discussions on issues and techniques of Marketing.
- (c)** Projects/ Assignments/ Quizzes/ Class participation etc

## 5. Evaluation:

A	Projects/Assignments/Quiz/Class Participation, etc.	Weightage (50%) (Internal Assessment)
B	Mid-Semester Examination	Weightage (30%) (Internal Assessment)
C	End-Semester Examination (Min. 30% Theory and Mon. 70% Practical)	Weightage (70%) (External Assessment)

## 6. Basic Text Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
T1	Michael Armstrong	Armstrong's Handbook of Reward Management Practices- Improving Performance Through Reward (For Modules 1, 2 and 3)	Kogan Page	Latest Edition
T2	Dipak Kumar Bhattacharyya	Compensation Management	Oxford	Latest Edition

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

## 7. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
R1	Milkovich, Newman, Venkat Ratnam	Compensation	Tata McGraw Hill	Latest Edition
R2	Tapomoy Deb	Compensation Management- Text and Cases	Excel	Latest Edition
R3	Mousumi Bhattacharya, Nilanjan Sengupta	Compensation Management	Excel	Latest Edition

## 8. List of Journals/Periodicals/Magazines/Newspapers, etc.

- Journal of Compensation Management. Offers Letters from Corporates and SMEs to employees (if not confidential).



## 9. Session Plan:

Session Nos.	Topics to be covered
1-7	<b>An Overview of Reward Management</b> The Reward System, Total Reward, Strategic Reward, International Reward
8-14	<b>Performance Management and Reward</b> Engagement and Reward, Financial and Non-financial Reward, Contingent Pay Scheme, Bonus Scheme, Team Pay, Rewarding for Business Performance, Recognition scheme
15-18	<b>Valuing and Grading Jobs</b> Pay levels, Job Evaluation Schemes, Equal Pay, Market Rate Analysis, Grade and Pay Structures
19-21	<b>Rewarding Special Groups</b> Rewarding Directors, Senior Executives, Sales, Services staff, Knowledge workers, manual workers, <b>Employee Benefit and Pension Scheme</b> Employee Benefits, Flexible Benefits, Pension Scheme <b>The Practice of Reward Management</b> Developing Reward System, Managing Reward System, Evaluating Reward System, Responsibility for Reward
21-28	Payment of Wages Act, 1936, Minimum Wages Act, 1948, Payment of Gratuity Act, 1972, Payment of Bonus Act, 1965, Equal Remuneration Act, 1976, Income tax act provisions with respect to salaried persons, Employees' State Insurance Act, 1948, Employees' P F & Misc Provisions Act, 1952, Workmen's Compensation Act, 1923, Maternity Benefits Act, 1981, Unorganized Sector Workers' Social Security Act, 2008, Social Security Act, Mediciam Policies and their salient features
29-36	<b>Practical:</b> Study pay structure of atleast 3 companies from 3 different industries. Propose 'Revised Pay Structure' based on the study of the subject and presentation on the same.

## MBA-II

### Semester III

#### Management of Industrial Relations and Labour Legislations (MIR&LL)

##### 1. Course Objective:

- To help students understand the legal implications in Human Resource Management.
- To help students understand and handle Industrial Relations.

**2. Course Duration:** The course duration is of 36 sessions of 75 minutes each.

##### 3. Course contents:

Module No:	Module Content	No. of Sessions	70 Marks (External Evaluation)
I	<p>Meaning, Definitions, Characteristics, Factors Affecting IR, Approaches to IR, Participation in IR, Objectives of IR and Human Relations, IR and Productivity, Various Dimensions of IR</p> <p><b>Industrial Disputes Act, 1947</b></p> <p>Introduction, Objectives, Definitions, Various Methods and Various Authorities under the Act for resolution of industrial disputes e.g. methods of conciliation, adjudication and voluntary arbitration, Authorities like Works Committee, Conciliation officer, Court of Enquiry, Labour Court, Industrial Tribunal, National Tribunal, Provisions with respect to Strikes and Lockouts, Lay-off and retrenchment, Special provisions relating to lay-off, retrenchment and closure, offences and penalties, unfair labour practices, etc. Important Supreme Court Cases on industry, workman, strikes, retrenchment, etc.</p>	7	17
II	<p><b>Trade Unions Act,1926.</b></p> <p>Introduction, meaning, definitions, nature of trade unions, trade union movement in India, problems of trade union, appointment of Registrar, procedure for registration of a trade union, cancellation of registration, appeal, rights and Privileges of a registered TU, duties and liabilities, amalgamation, dissolution of TUs, offences and penalties, etc.</p> <p><b>Industrial Employment Standing Order Act, 1946</b></p> <p>Introduction, Objectives, definitions, Model Standing Orders, Procedure for approval of standing orders, appeal, modification of standing orders, Certifying</p>	7	17

	<p>Officer, subsistence allowance, offences and penalties.</p> <p><b>Industrial Employment Standing Order Act, 1946</b> Introduction, Objectives, definitions, Model Standing Orders, Procedure for approval of standing orders, appeal, modification of standing orders, Certifying Officer, subsistence allowance, offences and penalties.</p> <p><b>Shops and Establishment Act, 1948</b> Objectives, definitions, registration of establishments, health and safety, leave with pay, opening and closing hours, employment of children, young persons and women, offences and penalties, etc</p>		
III	<p><b>Factories Act, 1948</b> Objectives, definitions, Provisions regarding, Health, safety, Welfare of workers, hazardous processes, working hours, restriction on employment of women and children, annual leave with wages, offences and penalties,</p> <p><b>Contract Labour(Regulation &amp;Abolition) Act, 1970</b> Application, Establishments, definitions, jurisdiction of government, Central and State advisory boards, registration of establishments and licensing of contractors, prohibition of employment of contract labour, welfare and health of contract labour, liabilities of the Principal employer, Inspecting Staff, offences and penalties, etc.</p> <p><b>Collective Bargaining</b> Introduction, Definitions, Characteristics, Process of CB, Pre- requisites of a Successful CB, Types, Functions of CB, Factors Obstructing CB, CB in India, Assessment of CB in India, Suggestions for better functioning of CB</p>	7	18
IV	<p><b>Workers' Participation In Management</b> Concept, Objectives, evolution, Statutory and Non Statutory Forms of WPM, level of WPM, assessment of WPM in India, Necessary conditions for effective working of WPM</p> <p><b>Discipline</b> Meaning and definitions, Characteristics, Objectives of discipline, types of discipline, principles, procedure for disciplinary action, punishment, intervention by a tribunal, code of discipline in India</p>	7	18

	<b>Grievance Handling</b> Grievance Handling: Meaning, definition, Causes, Importance of grievance handling, formal Grievance handling mechanism <b>Sexual harassment of women in workplace</b> Nature of problem, Supreme Court's guidelines on this issue, etc		
<b>V</b>	<b>Practical:</b> Student should study at least one of the above mentioned or related Industrial Law / Act as applied in any one Company / SME in above mentioned areas, and make a Public Presentation the class in presence of preferably a <b>HR/ IR Manager / Consultant.</b>	8	Internal Evaluation (20 Marks of CEC)

#### 4. Teaching Method:

- (a) Case analysis & discussion
- (b) Projects/ Assignments/ Quizzes/ Class participation etc
- (c) Compulsory class presentation with live experiences

#### 5. Evaluation:

A	Projects/Assignments/Quiz/Class Participation, etc.	Weightage (50%) (Internal Assessment)
B	Mid-Semester Examination	Weightage (30%) (Internal Assessment)
C	End-Semester Examination (Min. 30% Theory and Mon. 70% Practical)	Weightage (70%) (External Assessment)

#### 6. Text Books:

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
T1	P K Padhi	Labour and Industrial Laws	PHI	2007 Edition
T2	C S VenkataRatnam	Industrial Relations	Oxford	2006 Edition
T3	B D Singh	Industrial Relations and Labour Laws	Excel	2008 Edition

## 7. Reference Books:

Sr. No.	Authors	Name of theBooks	Publisher	Edition &Year of Publication
R1	S C Srivastava	Industrial Relations and Labour Laws	Vikas	Latest Edition
R2	B D Singh	Industrial Relations-Emerging paradigms	Excel	Latest edition
R3	A M Sarma	Industrial Relations- Conceptual & legal framework	Himalaya	Latest edition
R4	Kathy Daniels	Employee relations in an organizational context	Jaico	Latest edition
R5	Mamoria	Dynamics of Industrial Relations	Himalaya	Latest edition

## 8. Lists of Journals/ Periodicals/ Magazines/ Newspapers:

Journal of Management of Industrial Relations, Human Capital, Online Journals and Resources.

## 9. Session Planner

Session Nos.	Topics to be covered
1	Meaning, Definitions, Characteristics, Factors Affecting IR, Approaches to IR, Participation in IR, Objectives of IR and Human Relations, IR and Productivity, Various Dimensions of IR
2-3	Industrial Disputes Act, 1947 : Introduction, Objectives, Definition, Various Methods and Various Authorities under the Act for resolution of industrial disputes eg methods of conciliation, adjudication and voluntary arbitration
4-5	Provisions with respect to Strikes and Lockouts, Lay-off and retrenchment, Special provisions relating to lay-off, retrenchment and closure, offences and penalties,
6-7	Unfair labour practices , Workman, strikes, retrenchment, etc
8-9	Trade Unions Act,1926. Introduction, meaning, definitions, nature of trade unions, trade union movement in India, problems of trade union, appointment of registrar, procedure for registration of a trade union, cancellation of registration, appeal
10	Rights and Privileges of a registered TU, duties and liabilities, amalgamation, dissolution of TUs, offences and penalties, etc.
11-12	Industrial Employment Standing Order Act, 1946: Introduction, Objectives, definitions, Model , Standing Orders, Procedure for approval of standing orders, appeal, modification of standing orders, Certifying Officer, subsistence allowance, offences and penalties
13-14	Shops and Establishment Act, 1948: Objectives, definition, registration of establishments, health and safety, leave with pay, opening and closing hours, employment of children, young persons and women, offences and penalties, etc
15	Factories Act, 1948: Objectives, definitions, Provisions regarding, Health, safety, Welfare of workers
16-17	Hazardous processes, working hours, restriction on employment of women and children, annual, leave with wages, offences and penalties, etc
18-19	Contract Labour(Regulation & Abolition)Act, 1970
20-21	Collective Bargaining
22-23	Workers' Participation In Management
24-25	Discipline
26-28	Grievance Handling Grievance Handling, Sexual harassment of women in workplace
29-36	<b>Practical:</b> Student should study at least one of the above mentioned or related Industrial Law / Act as applied in any one Company / SME in above mentioned areas, and make a Public Presentation the class in presence of preferably a <b>HR/ IR Manager / Consultant.</b>

# FUNCTIONAL AREA (INFORMATION SYSTEMS MANAGEMENT)

## MBA II

### Semester III

#### Database Management (DM)

#### 1. Objective:

This course is design to impart knowledge of database management. This will help the students in understanding the issues which are required to be addressed at the time of database design and also make them understanding the management issues of database

#### 2. Course Duration:

The total hours for teaching this course will be 45 hours which will be divided into 36 sessions of 75 minutes each.

#### 3. Course Content:

The course contains following modules:

Module	Module and Sub-Modules	Sessions	Marks
I	Basic concepts: data, information, metadata, Need of database system, advantages and disadvantages of database system, application area of database system, people who interact with database, Entity-Relationship model : entity and entity sets, relationship, constraints, E-R diagrams, issues with E-R diagrams, design of tables from schemas, Data Models Association of data, Data model classification, Relational Model Data Views: Data abstraction, instances and schemas	8	17
II	Introduction to DBMS: DBMS three level, Client/Server Architecture: two and three tier Architecture definition of DBMS, entities, attributes, relationships, Data dependency Keys : Super key, Candidate key, Primary key, Alternate key, Foreign key Integrity Constraints: Entity Integrity, Referential Integrity	8	17
III	Database Languages: Introduction to SQL, Types of SQL: Data Manipulation Language (DML), Data Definition Language (DDL) : create, alter, drop (sql statements with examples), Data Control Language (DCL), Transaction Control Language (TCL), Data Query Language (DQL), Database system environment and utilities	8	18
IV	DML: insert, update, delete (sql statements with examples) TCL : commit, rollback, grant, revoke (sql statements with examples) DQL :Select from table, multiple tables, sub query, functions ,Virtual tables (SQL View)	8	18

<b>V</b>	<b>Practical:</b> Case studies to designing and implementation of database for business case, such as finance system, inventory control system, order system, purchase system etc	<b>4</b>	Internal Evaluation (20 Marks of CEC)
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#### 4. Teaching Methods:

The course will use the following pedagogical tools:

- A. Case discussion covering a cross section of decision situations.
- B. Discussions on issues and techniques of Marketing.
- C. Projects/ Assignments/ Quizzes/ Class participation etc

#### 5. Evaluation:

The evaluation of participants will be on continuous basis comprising of the following elements:

#### 6. Text Books:

S. No	Authors	Name of the Books	Publisher	Edition & Year of Publication
<b>T1</b>	Mark L. Gillenson	Fundamentals of Database Management Systems	Wiley	Latest Edition
<b>T2</b>	Jeffrey A. hoffer, Mary Prescott and Heikki Topi,	Modern Database Management systems	Pearson	Latest Edition
<b>T3</b>	Rajesh Narang	Database Management Systems	PHI	Latest Edition

#### 7. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Edition
R1	Bipin C. Desai,	Introduction to Database Systems	Galgotia	Latest Edition
R2	C.J. Date, A. Kannan, S. Swamynathan,	An Introduction to Database Systems	Pearson	Latest Edition
R3	Ramez Elmasri, S.B. Navathe	Fundamentals of Database Systems	Pearson	Latest Edition
R4	A. Silberschatz, H.F. Korth, S. Sudarshan,	Database System Concepts	Tata Mc Graw-Hill	Latest Edition
R5	Mark L. Gillenson, et al with Frank miller	Introduction to Database Management	Wiley	Latest Edition
R6	Peter Rob and Carlos Coronel	Database System Concepts	Cengage Learning	Latest Edition



### 8. List of Journals/ Periodicals/ Magazines/ Newspapers:

Computer Express, Chip, Data Quest, Online Journals and Resources.

**NB:** The Instructor / Faculty Member will guide the students regarding suggested readings from Text(s) and references in this subject.

### 9. Session Plan:

Session	Topics to be covered
1 - 4	Basic concepts: data, information, metadata, Need of database system, advantages and disadvantages of database system, application area of database system, people who interact with database
5 - 8	Entity-Relationship model : entity and entity sets, relationship, constraints, E-R diagrams, issues with E-R diagrams, design of tables from schemas, Data Models Association of data, Data model classification, Relational Model Data Views: Data abstraction, instances and schemas
9 - 16	Introduction to DBMS: DBMS three level, Client/Server Architecture: two and three tier Architecture definition of DBMS, entities, attributes, relationships, Data dependency Keys : Super key, Candidate key, Primary key, Alternate key, Foreign key Integrity Constraints: Entity Integrity, Referential Integrity
17 - 24	Database Languages: Introduction to SQL, Types of SQL: Data Manipulation Language (DML), Data Definition Language (DDL) : create, alter, drop (sql statements with examples), Data Control Language (DCL), Transaction Control Language (TCL), Data Query Language (DQL), Database system environment and utilities
25 - 32	DML: insert, update, delete (sql statements with examples) TCL : commit, rollback, grant, revoke (sql statements with examples) DQL :Select from table, multiple tables, sub query, functions ,Virtual tables (SQL View)
33 -36	<b>Practical: Case studies</b> to designing and implementation of database for business case, such as finance system, inventory control system, order system, purchase system etc

**MBA – II**  
**Semester – III**

**System Analysis and Design (SA&D)**

**1. Course Objective:**

Systems analysts need to know about computers and programming, but they also should know and have a desire to use computers to solve problems. When a new information system will be a solution to a problem, it is important to understand the problem itself. This is the essence of systems analysis—understanding and defining what it takes to solve the problem. There are often many alternative solutions that will solve the problem. These solutions must be identified and carefully evaluated. A solution is chosen based on a variety of factors. The best solution has the greatest benefits and the fewest risks. The chosen solution is defined in detail, and then it is implemented. This course is designed to impart understanding of the software analysis and its design. After completion of this course student will be able to analyze and design the software.

**2. Course Duration:**

The total hours for teaching this course will be 45 hours which will be divided into 36 sessions of 75 minutes each.

**3. Course Content:**

The course contains following modules:

<b>Module</b>	<b>Module and Sub-Modules</b>	<b>Sessions</b>	<b>Marks</b>
<b>I</b>	Foundations for System Development: Systems development Environment, The Systems Analysts skills, The Origin of Software, Nature and characteristics of software, sources of software, Managing the Information System Project Systems Planning: Identifying and selecting systems development projects, Initiating and Planning systems Development Projects	<b>8</b>	<b>15</b>
<b>II</b>	<b>System Analysis:</b> Determining System requirements, structuring systems process requirements, structuring system logic requirements, structuring system data requirements	<b>10</b>	<b>25</b>
<b>III</b>	System Design : Designing Databases, Designing forms and reports, designing interfaces and dialogues, finalizing design specifications, designing distributed and internet systems	<b>6</b>	<b>15</b>
<b>IV</b>	Systems implementation and Maintenance: System Implementation, Maintaining Information systems, Unified Modeling Language, The Systems Analysts Toolkit – Communication Tools, CASE Tools, financial Analysis Tools, Project Management tools, Internet Resource tools	<b>8</b>	<b>15</b>
<b>V</b>	<b>Practical:</b> Student shall study at least 4 to 5 Case Studies on Systems Implementation Projects. The faculty shall guide students to develop the software so that can understand Systems Analysis Design practically	<b>4</b>	Internal Evaluation (20 Marks of CEC)

#### 4. Teaching Methods:

The course will use the following pedagogical tools:

- A. Case discussion covering a cross section of decision situations.
- B. Discussions on issues and techniques of Marketing.
- C. Projects/ Assignments/ Quizzes/ Class participation etc

#### 5. Evaluation:

The evaluation of participants will be on continuous basis comprising of the following elements:

A	CEC- Projects/ Assignments/ Quizzes/ Individual or group Presentation/ Class participation/ Case studies etc	50 marks (Internal Assessment)
B	Mid-Semester examination	Weightage 30% (Internal Assessment)
C	End –Semester Examination	Weightage 70% (External Assessment)

#### 6. Basic Text Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
T1	Jeffrey A. Hoffer, Joey F. George and Joseph S. Valacich,	Modern Systems Analysis and Design	Pearson	5th Edition
T2	Gary B. shelly, Thomas J. Cashman and Harry J. Rosenblant,	Systems Analysis and Design Methods	Cengage Learning	Latest Edition
T3	Alan Dennis, Barbara Haley Wixom and Roberta M.	Systems Analysis and Design	Roth, Wiley	4th Edition,

#### 7. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Edition
R1	Roger, Pressman,	Software Engineering	McGraw Hill	Latest Edition
R2	Kendal and Kendal	System Analysis and Design	PHI	Latest Edition
R3	Waman S. Jawadekar	Software Engineering Principles and Practice	Tata McGraw Hill	Latest Edition
R4	Alan Dennis, Barbara Haley Wixom, Roberta Roth	System Analysis and Design	Wiley	Latest Edition
R5	Valaciach, George, Hoffer	Essentials of System Analysis and Design	PHI	Latest Edition

R6	Denis, Wixom, Tegarden	System Analysis and Design with UML Version 2.0 An Object Oriented Approach	Wiley	Latest Edition
R7	Ned Kock	Systems Analysis & Design Fundamentals- A business process redesign approach	Sage	Latest Edition
R8	Er. V. K. Jain	System analysis and Design	DreamTech Press	Latest Edition

### 8. List of Journals/ Periodicals/ Magazines/ Newspapers:

Computer Express, Chip, Data Quest

**Note:** The Instructor / Faculty Member will guide the students regarding suggested readings from Text(s) and references in this subject.

### 9. Session Plan:

Session	Topics to be covered
1 - 4	Software Definition, Nature and characteristics of software, Types of software Application legacy software, Software process Sources of software, Software Estimation Metrics Databases. , Estimation of Efforts and Scheduling, COCOMO, Cost Estimation Managing the Information systems project
5 - 8	PLANNING: Identifying and selecting systems development projects Generic Process Model, Waterfall Model; RAD:- Agile Development, Agile Process, Principles of Agile, Extreme Programming, Agile Process Models System Analysis
9 - 18	Principles of System Analysis, determining systems requirements, structuring systems process requirements, structuring systems logic requirements, Structuring systems data requirements System Modeling Structured System Analysis – Understanding of System Environment Work Flow Behavioral Model System Flow Chart SRS
19 - 24	System Design: Design Development Process, Structural Design Methodology, Data Structure and Database Design, Input and Output Design, User Interface Design
25 - 32	System Implementation and Maintenance; Object – Oriented Analysis and Design OOPs Basics Object oriented system development life cycle, , System Requirement Modeling, using 'USE CASES' Object Oriented Design Implementation, Modeling and Design using UML.
33 -36	<b>Practical:</b> Student shall study at least 4 to 5 Case Studies on Systems Implementation Projects. The faculty shall guide students to develop the software so that can understand Systems Analysis Design practically

**MBA II  
SEMESTER - III**

**Business Process Reengineering (BPR)**

**1. Objective:**

This course is design to impart knowledge of business process reengineering. Business process re-engineering (BPR) began as a **private sector technique a key stimulus for re-engineering** has been the continuing development and deployment of sophisticated information systems and networks. Leading organizations are becoming bolder in using this technology to support **innovative business processes**, rather than refining current ways of doing work. This will help the students to know how business **processes can be radically improved, dramatically reducing process cycle time and cost, improving the quality of the process products or outcomes**. The students will be able to know that how to **help organizations fundamentally rethink how they do their work in order to dramatically improve customer service, cut operational costs, and become world-class competitors**.

**2. Course Duration:**

The total hours for teaching this course will be 45 hours which will be divided into 36 sessions of 75 minutes each.

**3. Course Content:**

The course will contain following modules

<b>Module</b>	<b>Module and Sub-Modules</b>	<b>Sessions</b>	<b>Marks (70 Marks External)</b>
<b>I</b>	<b>Definition:</b> Nature, Significance & Fundamentals of BPR, Overview of BPR. Need and Benefits of business process re-engineering (BPR) <b>BPR and Information Technology:</b> Relationship between BPR and Information Technology, Role of Role of information technology (IT) Major issues in process redesign:	<b>7</b>	<b>17</b>
<b>II</b>	<b>Business vision and process objectives</b> , Processes to be redesigned, Measuring existing processes, Role of information technology (IT) and identifying IT levers.	<b>7</b>	<b>17</b>
<b>III</b>	<b>BPR Implementation Methodology</b> , Reasons for implementation of BPR, Different steps to be taken for BPR implementation, Different BPR Methodologies, Different Phases of BPR, Relationship between BPR phases, BPR Model, Performance Measurement of BPR	<b>7</b>	<b>18</b>
<b>IV</b>	<b>Typical BPR activities within phases:</b> Change management, Performance management. Lean Manufacturing and Environment, <b>Enterprise Resource Planning:</b> Need Characteristics and Benefits of ERP. <b>Functional Information System:</b> Marketing, Production, Material Management, Accounting and Finance, HRM	<b>7</b>	<b>18</b>

<b>V</b>	Case studies on BPR. Discussion on how actually BPR works in the organisation. Visit/ study any organisation which implemented BPR.	<b>8</b>	Internal Evaluation (20 Marks of CEC)
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#### 4. Teaching Methods:

The course will use the following pedagogical tools:

- A. Case discussion covering a cross section of decision situations.
- B. Learning by doing: individual assignments and group projects
- C. Projects/ Individual readings/Assignments/ Quizzes/ Class-room discussion  
Class-participation and presentations etc
- D. Surfing the Internet

#### 5. Evaluation:

The evaluation of participants will be on continuous basis comprising of the following elements:

#### 6. Text Books:

S. No	Authors	Name of the Books	Publisher	Edition & Year of Publication
<b>T1</b>	R. Radhakrishnan S.Balasubramanian	Business Process Reengineering	PHI	Latest Edition
<b>T2</b>	Vikram Sethi William R. King	Organisational Transformation through Business Process Reengineering	Pearson	Latest Edition
<b>T3</b>	B.R.Dey	Business Process Reengineering and Change Management	Wiley	Latest Edition

#### 7. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Edition
R1	Dr. Charles W.Zamzow	Business Process Reengineering	Galgotia	Latest Edition
R2	K. Shridhara Bhatt	Business Process Reengineering	Himalaya Publishing House	Latest Edition
R3	Henry J Johansson, H J Johansson, Mol	Business Process Reengineering	John Wiley & Sons	Latest Edition

#### 8. List of Journals/ Periodicals/ Magazines/ Newspapers:

Journal of Business Process Reengineering  
International Journal of Production Economics  
Online Journals and Resources

**Consultancy Studies and Reports (subject to author's / consulting organization's permission).**

**NB:** The Instructor / Faculty Member will guide the students regarding suggested readings from Text(s), references and websites in this subject.

**9. Session Plan:**

<b>Session</b>	<b>Topics to be covered</b>
1 - 4	<b>Definition:</b> Nature, Significance & Fundamentals of BPR, Overview of BPR. Need and Benefits of business process re-engineering (BPR)
5 - 7	<b>BPR and Information Technology:</b> Major issues in process redesign: Business vision and process objectives, Processes to be redesigned, Measuring existing processes,
8 - 14	Role of information technology (IT) and identifying IT levers. Relationship between BPR and Information Technology, Case study related to the topics.
15 - 17	<b>BPR Implementation Methodology,</b> Reasons for implementation of BPR, Different steps to be taken for BPR implementation
18 - 21	<b>Different BPR Methodologies,</b> Different Phases of BPR, Relationship between BPR phases, BPR Model, Performance Measurement of BPR
22 - 24	<b>Typical BPR activities within phases:</b> Change management, Performance management. Lean Manufacturing and Environment,
25	<b>Enterprise Resource Planning:</b> Need Characteristics and Benefits of ERP.
26-28	<b>Functional Information System:</b> Marketing, Production, Material Management, Accounting and Finance, HRM
29 -36	Case studies to designing and implementation of database for business case, such as finance system, inventory control system, order system, purchase system etc

## Major Specializations:

### (INTERNATIONAL BUSINESS MANAGEMENT)

'International Business Management' specialization offers excellent business and employment opportunities in International Business / Industries, as well as Indian Businesses wanting to expand in International Markets.

#### MBA II

#### Semester III

#### International Marketing (IM)

**1. Course Objective:** Several reasons have compelled companies to go international like saturated domestic market, possibility of higher profitability in international markets, opportunity in terms of huge potential, risk reduction, competition from overseas companies in local markets, etc. The purpose of this course is to educate students to meet international challenges and understand the fundamental principles / theoretical framework, as well as practical processes of operations, associated with international marketing activities and decisions.

**2. Course Duration:** The course duration is of 36 sessions of 75 minutes each.

#### 3. Course Contents:

Module No.	Modules / Sub-Modules	Sessions	70 Marks (External Evaluation)
I	<b>International Marketing: Nature Process and Benefits:</b> Definition, Process of Internationalization, Benefits, Trade Theories, marketing barriers-tariff and non-tariff barriers, Organisation and control for International Marketing	7	17
II	<b>International Marketing and World Environment:</b> Political Factors, legal Factors, Cultural Factors, Technological Factors, Regional Trade Areas (RTAs) and it's implication for International Marketers	7	17
III	<b>Research in International Marketing:</b> Consumer Behaviour, Psychological and Social aspects, Marketing Research and Information System, Market Entry Strategies	7	18
IV	<b>International Marketing Mix Decisions:</b> Product Strategies, Branding and Packaging Decisions, Pricing strategies, Sales Promotion and Advertising Strategies, Distribution and Logistics, Documentation in	7	18



	International Trade		
<b>V</b>	<b>Practical:</b> Student should study at least four to five Cases in above areas of subject as applied in any one Company / SME, and make a Public Presentation the class in presence of preferably a <b>International Marketing / Export Manager / Consultant.</b>	8	Internal Evaluation (20 Marks of CEC)

#### 4. Teaching Methods:

The course will use the following pedagogical tools:

- (a) Discussion on concepts and issues on International Marketing.
- (b) Case discussion covering a cross section of International Marketing.
- (c) Projects/ Assignments/ Quizzes/ Class participation etc

#### 5. Evaluation:

The evaluation of participants will be on continuous basis comprising of the following Elements:

<b>A</b>	Projects/ Assignments/ Quizzes/ Class participation etc	Weightage 50% (Internal Assessment- 50 Marks)
<b>B</b>	Mid-Semester examination	Weightage 30 % (Internal Assessment-30 Marks)
<b>C</b>	End –Semester Examination	Weightage 70% (External Assessment-70 Marks)

#### 6. Basic Text Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
T1	SakOnkvisit John J. Shaw	International Marketing	PHI	Latest Edition
T2	Philip R. Cateora, Graham, Prashant Salwan	International Marketing	Tata McGraw-Hill	Latest Edition
T3	Michael R. Czinkota, IikkaA..Ronkainen	International Marketing	Cengage	Latest Edition

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

## 7. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
R1	Rakesh Mohan Joshi	International Marketing Management	Oxford	Latest Edition
R2	Justin Paul, Ramneek Kapoor	International Marketing	Tata McGraw Hill	Latest Edition
R3	P K Vasudeva	International Marketing	Excel	Latest Edition

## 8. List of Journals/Periodicals/Magazines/Newspapers, etc.

International Journal of logistics and Supply Chain Mgmt, Asia Pacific Journal of Marketing, International Journal of Advertising, Global Journal of Marketing etc.

## 9. Session Plan:

Session Nos.	Topics to be covered
1-2	Definition, Process and Benefits of Internationalization
3-5	Trade theories, Marketing barriers-tariff and non-tariff barriers
6-7	Organization and Control for International Marketing,
8-9	Political factors, legal environment
10-11	Cultural environment, technological factors
12-14	Regional Trade Areas(RTAs) and it's implication for international marketers,
15-17	Consumer behaviour, psychological and social aspects
18-20	Marketing Research and Information System, Market Entry Strategies,
21-23	Product strategies, branding and packaging decisions
24-27	Pricing strategies, sales promotion and advertising strategies
28	distribution and logistics, documentation in international trade,
29-36	<b>Practical:</b> Student should study at least four to five Cases in above areas of subject as applied in any one Company / SME, and make a Public Presentation the class in presence of preferably an <b>International Marketing / Export Manager / Consultant.</b>

## MBA II

### Semester III

#### International Finance (IF)

**1. Course Objective:** To acquaint the students with fundamental concepts of International Finance and Exchange Rate Systems and also the tools, techniques and strategies to make International finance-related decisions. To provide better understanding about letter of credit and its mechanisms.

**2. Course Duration:** The course duration is of 36 sessions of 75 minutes each.

**3. Course Contents:**

Module No:	Module Content	No. of Sessions	70 Marks (External Evaluation)
I	<b>International Finance – Overview</b> Globalization and the Multinational Firm International Monetary System, Balance of Payments, The Market for Foreign Exchange, International Parity Relationship and Forecasting, Foreign Exchange Rate	7	17
II	<b>Forward Exchange Arithmetic &amp; International Financial Markets</b> Exchange Arithmetic, Forward Exchange contracts, Forward Exchange Rates based on cross rates, Inter-Bank deals, Execution of forward contract, Cancellation/Extension of forward contract International Banking and Money Market, International Bond Market, LIBOR, International Equity Markets, ADR, GDR, EURO	7	17
III	<b>Cash Mgt. &amp; International Portfolio Management with Exposure Management</b> Multinational Cash Management, International Portfolio Investments, Foreign Direct Investment and Cross-Border Acquisitions, Management of Economic Exposure, Management of Transaction Exposure, Management of Translation Exposure	7	18
IV	<b>Foreign Trade Contracts &amp; Procedures</b> International Commercial Terms- Incoterms, Letters of Credit - Meaning and Mechanism, Types of Letters of Credit, Operation of a Letters of Credit, Export-Import Bank of India, Export Credit Insurance	7	18
V	<b>Practical:</b> 1. Students should study the documentation in international finance (For example, How the application for letter of credit is made, How the forward contracts are entered into), prepare a report and submit it to concerned faculty).	8	Internal Evaluation (20 Marks of CEC)

	2. Students should take any multinational company and study its cash / credit / loan / working capital management system and give a Public Presentation.		
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**4. Teaching Method:** The following pedagogical tools will be used to teach this course:

1. Lectures & Discussions
2. Assignments & Presentations
3. Case Analysis
4. Numerical Problems Solving

**5. Evaluation:**

The evaluation of participants will be on continuous basis comprising of the following Elements:

<b>A</b>	Projects/ Assignments/ Quizzes/ Class participation etc	Weightage 50% (Internal Assessment- 50 Marks)
<b>B</b>	Mid-Semester examination	Weightage 30 % (Internal Assessment-30 Marks)
<b>C</b>	End –Semester Examination	Weightage 70% (External Assessment-70 Marks)

**6. Basic Text Books:**

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
T1	V. V. Sharan	International Financial Management	PHI - EEE	Latest Edition
T2	Eun&Resnick	International Financial Management	Tata Mcgraw Hill	Latest Edition
T3	Alan Sharpio	Multinational Financial Management	John Wiley Publication	Latest Edition

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

**7. Reference Books:**

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
R1	C. Jeevanandan	Foreign Exchange & Risk Management	Sultan Chand	Latest Edition
R2	Siddieh	International Financial Management	PHI	Latest Edition

R3	P. G. Apte	International Financial Management	PHI	Latest Edition
R4	O. P. Agrawal	International Financial Management	Himalaya	Latest Edition
R5	E. Clark	International Financial Management	Cengage	Latest Edition
R6	MadhuVij	International Financial Management	Excel Books	Latest Edition
R7	J. Madura	International Financial Management	South Western Publication	Latest Edition

**8. List of Journals/Periodicals/Magazines/Newspapers, etc.:** The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

Journal of Finance , Monetary Economics – ICFAI Journal, Money & Finance (ICRA Bulletin), Public Finance, Treasury Management – ICFAI Magazine, Business Standard, The Economic Times, Financial Express, CFA Reader, Business Today, Business India, Business World, Finance India

**9. Session Plan:**

Session Nos.	Topics to be covered
1	Globalization and the Multinational Firm (Theory) (T1)
2	International Monetary System (Theory) (T1)
3	Balance of Payments (Theory) (T1)
4-5	The Market for Foreign Exchange (Theory) (T1)
6-7	International Parity Relationship and Forecasting Foreign Exchange Rate(Theory and Practical) (T1)
8-9	Exchange Arithmetic Forward Exchange contracts Forward Exchange Rates based on cross rates (Practical) (T2)
10	Inter bank deals (Practical) (T2)
11	Execution of forward contract Cancellation/Extension of forward contract (Practical) (T2)
12	International Banking and Money Market (Theory) (T1)
13-14	International Bond & Equity Market (Theory) (T1)

15	Multinational Cash Management (Theory) (T1)
16-17	International Portfolio Investments (Theory and Practical) (T1)
18	Foreign Direct Investment and Cross-Border Acquisitions (Theory) (T1)
19-21	Management of Exposure (Theory and Practical) (T1)
22	International Commercial Terms - Incoterms (Theory) (T2)
23	Letters of Credit-Meaning and Mechanism (Theory) (T2)
24-25	Types of Letters of Credit (Theory) (T2)
26	Operation of a Letters of Credit (Theory) (T2)
27	Export-Import Bank of India (Theory) (T2)
28	Export Credit Insurance (Theory) (T2)
29-36	<p><b>Practical:</b></p> <ol style="list-style-type: none"> <li>1. Students should study the documentation in international finance (For example, How the application for letter of credit is made, How the forward contracts are entered into), prepare a report and submit it to concerned faculty).</li> <li>2. Students should take any multinational company and study its cash / credit / loan / working capital management system and give a Public Presentation.</li> </ol>

**MBA-II**  
**Semester III**

**International Human Resource Management (IHRM)**

**1. Course Objective:**

- This course presents detailed coverage of the issues related to International Human Resource Management.
- This course is designed for the students who would be specializing in Human Resource Management.
- This course will help the students understand the dynamics of human resource management in the global context and manage human resource effectively.

**2. Course Duration:**

- The course duration is of 36 sessions of 75 minutes each.

**3. Course Contents:**

<b>Module No:</b>	<b>Module Content</b>	<b>No. of Sessions</b>	<b>70 Marks (External Evaluation)</b>
<b>I</b>	Defining international HRM, Difference between domestic and International HRM, The enduring context of IHRM, The path to global status, Control Mechanisms, Mode of operation, Approaches to staffing, Transferring staff for International business activities, The role of an expatriates, The role of non-expatriates, The role of the corporate HR functions	7	17
<b>II</b>	Recruiting and selecting staff for International assignments- Introduction, Issues in staff selection, factors moderating performance, selection criteria, Dual career couples, training and Development: The role of expatriate training, components of effective pre-departure training, developing staff through international assignments, Compensation: Objectives of International compensation, Key components of an international compensation program, Approaches to International compensation, Patterns in complexity, Re-entry and Career issues: Introduction, Therepatriation process, Individual reactions to re-entry, Multinational responses, designing a repatriation program	7	17
<b>III</b>	Global issues in HRM: HRM in the host country context, Introduction, Standardization and adaptation of work practices Retaining, developing and retrenching staff HR implications of language, standardization, monitoring the HR practices of host country sub contactors	7	18
<b>IV</b>	Industrial Relations: Introduction, Key issues in International Industrial relations, The response of trade unions to multinationals, Regional integration: the	7	18

	European Union(EU), The issues of social dumping, The impact of the digital economy, Performance Management: Introduction, Multinational performance management, performance management of International employees, performance appraisal of International employees, Performance of HCNemployees		
<b>V</b>	<b>Practical:</b> Student should study at least 4 to 5 Cases and/or pick up one of the above areas of study as applied in one Company / SME and make a Public Presentation the class in presence of preferably a <b>InternationalHR / Recruitment Manager / Consultant in IT / ERP / SAP / Analytics / Import / Export / Multinational business.</b>	8	Internal Evaluation (20 Marks of CEC)

#### 4. Teaching Method:

- Discussions on concepts and issues of International Human Resource Management.
- Case discussion.
- Projects/ Assignments/ Quizzes/ Class participation etc

#### 5. Evaluation:

<b>A</b>	Projects/ Assignments/ Quizzes/ Class participation etc	Weightage 50% (Internal Assessment- 50 Marks)
<b>B</b>	Mid-Semester examination	Weightage 30 % (Internal Assessment-30 Marks)
<b>C</b>	End –Semester Examination	Weightage 70% (External Assessment-70 Marks)

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

#### 6. Basic Text Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
<b>T1</b>	Peter Dowling and Denice Welch	International Human Resource Management	Cengage Learning	Latest Edition
<b>T2</b>	Tony Edwards	International Human Resource Management	Pearson Education	Latest Edition
<b>T3</b>	P. L. Rao	International Human Resource Management – Text and Cases	Excel Books	Latest Edition



## 7. Reference Books:

Sr.No.	Author	Name of the book	Publisher	Edition & Year of Publication
R1	M.NRudrabasavaraj	Global Human Growth Model	Himalaya	Latest Edition
R2	Terence Jackson	International Human Resource Management a Cross-Cultural approach	SAGE	Latest Edition
R3	Betty Jane Punnett	International Perspectives on Organizational Behavior and Human Resource Management	PHI	Latest Edition
R4	MonirTayeb	International Human Resource Management	Oxford	Latest Edition
R5	P. SubbaRao	International Human Resource Management	Himalaya	Latest Edition
R6	Pritam Singh, Sabir	Organizing and Managing in	INSAGE	Latest Edition
R7	Brewster, Chris & Sparrow, Paul	International Human Resource Management	University Press	Latest Edition
R8	Paul Evans, Vladimir Pucik, Paul Evans, and Vladimir Pucik	The Global Challenge: Frameworks for International Human Resource Management	McGraw Hill	2nd Edition
R9	Randall S. Schuler, Dennis R. Briscoe, and Lisbeth Claus	International Human Resource Management (Global HRM)	T & F Books	Latest Edition

## 8. List of Journals/Periodicals/Magazines/Newspapers, etc.

Journal of International Human Resource Management.

Other Journals on HRM / SHRM.

Online Journals and Resources.

**NB:** The Instructor / Faculty Member will guide the students regarding suggested readings from Text(s) and references in items 6 and 7 mentioned above.

## 9. Session Plan:

Session No.	Topics
1-2	Defining international HRM, Difference between domestic and International HRM
3-4	The enduring context of IHRM, The path to global status, Control Mechanisms, Mode of operation
5-6	Approaches to staffing, Transferring staff for International business activities, The role of an expatriates, The role of non-expatriates, The role of the corporate HR functions
7-8	Recruiting and selecting staff for International assignments- Introduction, Issues in staff selection, factors moderating performance, selection criteria, Dual career couples
9-10	Training and Development: The role of expatriate training, components of effective pre-departure training, developing staff through international assignments
11-12	Compensation: Objectives of International compensation, Key components of an international compensation program, Approaches to International compensation, Patterns in complexity
13-15	Re-entry and Career issues: Introduction, The repatriation process, Individual reactions to re-entry, Multinational responses, designing a repatriation program
16-19	Global issues in HRM: HRM in the host country context, Introduction, Standardization and adaptation of work practices, Retaining, developing and retrenching staff,
20-22	HR implications of language standardization, monitoring the HR practices of host country sub contractors
23-25	Industrial Relations: Introduction, Key issues in International Industrial relations, The response of trade unions to multinationals, Regional integration: the European Union (EU)
26-28	The issues of social dumping, The impact of the digital economy Performance Management: Introduction, Multinational performance management, performance management of International employees, performance appraisal of International employees, Performance of HCN employees
29-36	<b>Practical:</b> Student should study at least 4 to 5 Cases and/or pick up one of the above areas of study as applied in one Company / SME and make a Public Presentation the class in presence of preferably a <b>International HR / Recruitment Manager / Consultant in IT / ERP / SAP / Analytics / Import / Export / Multinational business.</b>

**MAJOR SPECIALIZATION**  
**(BANKING AND INSURANCE)**

‘Banking & Insurance’ specialization offers excellent business and employment opportunities in Banks as well as Insurance companies including International Banks and Insurance Companies in India. This sector is poised for one of the highest growth due to economic expansion in India.

**MBA II**

**SEMESTER-III**

**FUNDAMENTALS OF BANKING & INSURANCE (FB&I)**

**1. Course Objective:** The objective of the course is to familiarize the students the basics of banking and insurance.

**2. Course Duration:** 36 Sessions of 75 minutes each i.e. 45 Hours.

<b>Module No:</b>	<b>Module Content</b>	<b>No. of Sessions</b>	<b>70 Marks (External Evaluation)</b>
<b>I</b>	<b>Introduction to Banking</b> Meaning and origin of word “Bank”& “Banking” Evolution of Banking – Role of Banks in Economic Development of the country – Structure of Indian Banking System – Classification of Banks – Commercial Banks, Cooperative Banks, Development Banks, RRB, Local Area Bank – Types of Banking- Unit Banking, Branch Banking, Group Banking, Chain Banking, Mixed Banking etc.	7	17
<b>II</b>	<b>Reserve Bank of India</b> Origin, Objects and Functions of Reserve Bank of India – Supervision and Control of Banks – Role of Reserve Bank of India in Country’s economy <b>Banker Customer Relationship</b> Definition of Banker and Customer – General or Contractual Relationship – Special Relationship – Termination of Relationship	7	17
<b>III</b>	<b>Introduction to Insurance</b> The history of Insurance – Evolution of Insurance – Development of Insurance in India – Pre & Post Nationalization Period – Insurance Reforms –Definition, Purpose and Need of Insurance –Nature and Characteristics – Advantages from the point of Individuals, Family, Business, Society –Limitations of Insurance.	7	18

<b>IV</b>	<b>Kinds of Insurance</b> Classification of Insurance – Difference between Life and General Insurance – Types of Insurance Organisations – Insurance Organisations in India –  Elements of Insurance Contracts – Insurance and Wagering Contract – Principles of Insurance – Over Insurance, Double Insurance, Reinsurance	7	18
<b>V</b>	<b>Practical Exposure</b> Departmental Set up of Nationalised & Private Banks – Broad differences in Functions of Reserve Bank, State Bank, Nationalised and cooperative Banks –  Role of Life Insurance Corporation and other private Companies with special reference to the Policies for Life issued by them to the Individuals – Awareness of Insuring life among general public.	8	Internal Evaluation (20 Marks of CEC)

#### 4. Teaching Method:

- (a) Case discussion
- (b) Projects/ Assignments/ Quizzes/ Class participation etc
- (c) Compulsory class presentation with live experiences of world economies

#### 5. Evaluation:

A	CEC- Projects/ Assignments/ Quizzes/ Individual or group Presentation/ Class participation/ Case studies etc	50 marks (Internal Assessment)
B	Mid-Semester examination	Weightage 30% (Internal Assessment)
C	End –Semester Examination	Weightage 70% (External Assessment)

#### 6. Basic Text Books:

Sr. No.	Author	Name of the Book	Publisher	Edition
T1	P.N. Varshaney	Banking Law & Practice	Sultan Chand & Sons	2009
T2	M.N. Mishra and D.B. Mishra	Insurance – Principles and Practice	S. Chand & Co.	2009

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

## 7. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Edition
1	E. Gordon and Dr. Natarajan	Banking – Theory, Law And Practice	Himalaya Publishing House	2007
2	Neelam Gulati	Principles of Insurance Management	Excel Books	2009

## 8. List of Journals/Periodicals/Magazines/Newspapers, etc.

- The Indian Banker, The Bank Quest, Journal of Banking and Finance, Periodicals and Newsletters from National Institute of Bank Management (NIBM), Reserve Bank of India, and other Public and Private Banks, International Banks, etc including eNewsletters and Websites of various Banks.

## 9. Session Plan:

Session Nos.	Topics to be covered
1-2	<b>Introduction to Banking</b> Meaning and origin of word “Bank”& “Banking” Evolution of Banking – Role of Banks in Economic Development of the country
3-4	Structure of Indian Banking System – Classification of Banks – Commercial Banks, Cooperative Banks, Development Banks, RRB, Local Area Bank
5-7	Types of Banking- Unit Banking, Branch Banking, Group Banking, Chain Banking, Mixed Banking etc.
8-10	<b>Reserve Bank of India</b> Origin, Objects and Functions of Reserve Bank of India – Supervision and Control of Banks – Role of Reserve Bank of India in Country’s economy
11-14	<b>Banker Customer Relationship</b> Definition of Banker and Customer – General or Contractual Relationship – Special Relationship – Termination of Relationship
15-16	<b>Introduction to Insurance</b> The history of Insurance – Evolution of Insurance – Development of Insurance in India – Pre & Post Nationalization Period
17-19	Insurance Reforms – Definition, Purpose and Need of Insurance – Nature and Characteristics
20-21	Advantages from the point of Individuals, Family, Business, Society – Limitations of Insurance.
22-24	<b>Types of Insurance</b> Classification of Insurance – Difference between Life and General Insurance – Types of Insurance Organisations –
25-26	Insurance Organisations in India – Elements of Insurance Contracts – Insurance and Wagering Contract –
27-28	Principles of Insurance – Over Insurance, Double Insurance, Reinsurance
29-36	<b>Practical Exposure</b> Departmental Set up of Nationalized & Private Banks – Broad differences in Functions of Reserve Bank, State Bank, Nationalized and cooperative Banks –

	Role of Life Insurance Corporation and other private Companies with special reference to the Policies for Life issued by them to the Individuals – Awareness of Insuring life among general public.
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**MBA II****SEMESTER-III****BANKING OPERATIONS MANAGEMENT (BOP)****1. Course Objective:****2. Course Duration:** 36 Sessions of 75 minutes each. i.e. 45 Hours.

<b>Module No:</b>	<b>Module Content</b>	<b>No. of Sessions</b>	<b>70 Marks (External Evaluation)</b>
<b>I</b>	<b>Different Types of Accounts and Customers</b> Types of Deposit Accounts – Current, Savings, Fixed.- Procedure for opening and operating the accounts – KYC Norms – Nomination facility – Types of Customers Individual, Joint, Minor, Illiterate, Partnership, Co. etc. <b>N.I.Act and Payment of Cheques</b> Different types of Negotiable Instruments, Negotiable Instrument Act – Promissory Note, Bill of Exchange, Cheque – Crossing and Endorsement of Cheques – Payment of Cheques – Payment in due course as per Section 10. Dishonor of Cheque	7	17
<b>II</b>	<b>Loans and Advances</b> Principles of Sound Lending – Study of the Borrower- <b>Types of Borrowers: Individual, Firms, Companies,</b> Types of Advances – Loan, Cash Credit, Overdraft, Term Loans, Bills Purchasing and Discounting – Secured and Un- Secured Advances – Types of charging Securities – Pledge, Hypothecation, Mortgage, Lien, Set-Off and Assignment.	7	17
<b>III</b>	<b>Information Technology in Banks</b> Need and Importance of IT in Banks – Meaning of e-Banking – LANs and WANs – Electronic Payment System - ECS, EFT, NEFT, RTGS – Core Banking System – Electronic Banking – Anytime, Anywhere, Tele, Net and Mobile Banking – Risks and Risk Management in e- Banking	7	18
<b>IV</b>	<b>Bank Management</b> Basic Management Functions – Planning, Organizing, Staffing, Directing, Controlling – MBO – Modern view and Corporate Governance - Fund Management/Liquidity Management, Capital Adequacy Ratio, Investment Management – Credit & NPA Management – Human Resource Management - Branch Expansion – Audit and Inspection – Asset-Liability Management	7	18

<b>V</b>	<b>Practical Exposure</b> Practical Examples of Crossing and Endorsements – When Bank can refuse the payment of cheques – When Bank must refuse the payment of cheques – Some important Case Studies on Resource Mobilization, Project lending, NPA Management, Investment Management etc	8	Internal Evaluation (20 Marks of CEC)
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#### 4. Teaching Method:

- (a) Case discussion
- (b) Projects/ Assignments/ Quizzes/ Class participation etc
- (c) Compulsory class presentation with live experiences of world economies

#### 5. Evaluation:

A	CEC- Projects/ Assignments/ Quizzes/ Individual or group Presentation/ Class participation/ Case studies etc	50 marks (Internal Assessment)
B	Mid-Semester examination	Weightage 30% (Internal Assessment)
C	End –Semester Examination	Weightage 70% (External Assessment)

#### 6. Basic Text Books:

Sr. No.	Author	Name of the Book	Publisher	Edition
T1	P.N. Varshney	Banking Law and Practice	Sultan Chand & Sons	2009, Latest
T2	Prasad Vipradas and Dr.J.K. Syan	Bank Lending	Himalaya Publishing House	2009, Latest

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

#### 7. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Edition
1	E. Gorden and Dr. Natarajan	Banking – Theory, Law And Practice	Himalaya Publishing House	Latest
2	Indian Institute of Banking and Finance	Principles and Practices of Banking	Macmillan	2010
3	P K Khanna	Management of Banks	Himalaya	Latest Edition



## 8. List of Journals/Periodicals/Magazines/Newspapers, etc.

- The Indian Banker, The Bank Quest, Journal of Banking and Finance, Periodicals and Newsletters from National Institute of Bank Management (NIBM), Reserve Bank of India, and other Public and Private Banks, International Banks, etc including eNewsletters and Websites of various Banks.

## 9. Session Plan:

Session Nos.	Topics to be covered
1-4	<b>Different Types of Accounts and Customers</b> Types of Deposit Accounts – Current, Savings, Fixed.- Procedure for opening and operating the accounts – KYC Norms – Nomination facility – Types of Customers Individual, Joint, Minor, Illiterate, Partnership, Co. etc.
5-7	<b>N.I. Act and Payment of Cheques</b> Negotiable Instrument Act – Promissory Note, Bill of Exchange, Cheque – Crossing and Endorsement of Cheques – Payment of Cheques – Payment in due course as per Section 10.
8-11	<b>Loans and Advances</b> <b>Types of Borrowers: Individual, Firms, Companies,</b> Types of Advances – Loan, Cash Credit, Overdraft, Term Loans, Bills Purchasing and Discounting – Secured and Un-Secured Advances – Types of charging Securities – Pledge, Hypothecation, Mortgage, Lien, Set-Off and Assignment.
12-14	Types of charging Securities – Pledge, Hypothecation, Mortgage, Lien, Set-Off and Assignment.
15-18	<b>Information Technology in Banks</b> Need and Importance of IT in Banks – Meaning of e-Banking – LANs and WANs – Electronic Payment System - ECS, EFT, NEFT, RTGS –
19-21	<b>Core Banking System</b> – Electronic Banking – Anytime, Anywhere, Tele, Net and Mobile Banking – Risks and Risk Management in e-Banking
22-28	<b>Bank Management</b> Basic Management Functions – Planning, Organizing, Staffing, Directing, Controlling – MBO – Modern view and Corporate Governance - Fund Management – Investment Management – Credit Management – Human Resource Management - Branch Expansion – Audit and Inspection – Asset-Liability Management
29-36	<b>Practical Exposure:</b> Examples of Crossing and Endorsements – When Bank can refuse the payment of cheques – When Bank must refuse the payment of cheques – Some important Case Studies <b>(See Detailed Syllabus of this subject).</b>

**MBA II****SEMESTER-III****INTERNATIONAL BANKING (IBN)****1. Course Objective:****2. Course Duration:** 36 Sessions of 75 minutes each i.e. 45 Hours.

<b>Module No:</b>	<b>Module Content</b>	<b>No. of Sessions</b>	<b>70 Marks (External Evaluation)</b>
<b>I</b>	<b>Introduction</b> Need and Importance of International Banking – Development – Financial Intermediation – Regulation English Banking System and American Banking System <b>Foreign Exchange Market</b> Need – Features – Participants – Dealing and Settlement of Transactions – Euro Currency Market – Euro Bonds etc.	7	17
<b>II</b>	<b>Foreign Trade</b> Concept – Definition – Role of Commercial Banks – Instruments of International Remittance –Correspondence Relationship and Accounting Mechanism between Banks – Incoterms – Documents used in Foreign Trade	7	17
<b>III</b>	<b>Foreign Exchange</b> Concept – Definition – Exchange Rate – The factors determining exchange Rates – Types of Rates – Foreign Exchange Transactions – Purchase and Sale -Spot and Forward <b>Trade Finance - Letter of Credit</b> Financing International Trade through letter of credit Definition – Operating Mechanism – Parties to the Letter of Credit and their Rights and Responsibilities – Advantages and Limitations – Various Types of Letter of Credit and their features.	7	18
<b>IV</b>	<b>International Financial Institutions</b> International Monetary Fund – International Bank for Reconstruction and Development – International Finance Corporation – International Development Association – Export-Import Bank of India – Asian Development Bank	7	18
<b>V</b>	<b>Practical Exposure:</b> Study of Foreign Exchange Markets – London, Tokyo, New York etc. Role of Financial Institutions with reference to India Exchange Rate Quotations – Calculation of Rates, Other topics of interest to the students and faculty members	8	Internal Evaluation (20 Marks of CEC)

#### 4. Teaching Method:

- (a) Case discussion
- (b) Projects/ Assignments/ Quizzes/ Class participation etc
- (c) Compulsory class presentation with live experiences of world economies

#### 5. Evaluation:

A	CEC- Projects/ Assignments/ Quizzes/ Individual or group Presentation/ Class participation/ Case studies etc	50 marks (Internal Assessment)
B	Mid-Semester examination	Weightage 30% (Internal Assessment)
C	End –Semester Examination	Weightage 70% (External Assessment)

#### 6. Basic Text Books:

Sr. No.	Author	Name of the Book	Publisher	Edition
T1	C. Jeevanandam	Foreign Exchange Practice, Concepts and Control	Sultan Chand & Sons	2008 or Latest
T2	B.K.Chaudhuri and O.P.Agarwal	Foreign Trade & ForeignExchange	Himalaya Publishing House	Latest Edition

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

#### 7. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Edition
1	V.V. Kesh-kamat	Foreign Exchange An introduction	Vikas	Latest Edition
2	K C Shekhar and LekshmyShekhar	Banking – Theory and Practice	Vikas	Latest edition

#### 8. List of Journals/Periodicals/Magazines/Newspapers, etc.

- The Indian Banker, The Bank Quest, Journal of Banking and Finance, Periodicals and Newsletters from National Institute of Bank Management (NIBM), Reserve Bank of India, and other Public and Private Banks, International Banks, etc including eNewsletters and Websites of various Banks.

## 9. Session Plan:

Session Nos.	Topics to be covered
1-4	<b>Introduction</b> Need and Importance of International Banking – Development – Financial Intermediation – Regulation English Banking System and American Banking System
5-7	<b>Foreign Exchange Market</b> Need – Features – Participants – Dealing and Settlement of Transactions – Euro Currency Market – Euro Bonds etc.
8-10	<b>Foreign Trade</b> Concept – Definition – Role of Commercial Banks – Instruments of International Remittance
11-14	Correspondence Relationship and Accounting Mechanism between Bank - Incoterms – Documents used in Foreign Trade
15-17	<b>Foreign Exchange</b> Concept – Definition – Exchange Rate – The factors determining exchange Rates – Types of Rates –Foreign Exchange Transactions – Purchase and Sale -Spot and Forward
18-21	<b>Trade Finance - Letter of Credit</b> Financing International Trade through letter of credit Definition – Operating Mechanism – Parties to the Letter of Credit and their Rights and Responsibilities – Advantages and Limitations – Various Types of Letterof Credit and their features.
22-24	<b>International Financial Institutions</b> International Monetary Fund – International Bank for Reconstruction and Development
25-28	International Finance Corporation – International Development Association – <b>Export-Import Bank of India</b> – Asian Development Bank
29-36	<b>Practical Exposure</b> Study of Foreign Exchange Markets – London, Tokyo,New York etc. Role of Financial Institutions with reference to India Exchange Rate Quotations – Calculation of Rates, Other topics of interest to the students and faculty members

**MAJOR SPECIALIZATION**  
**(RURAL & AGRO-BASED MANAGEMENT)**

Rural and Agro-Based sector offers excellent business and employment opportunities in consumer products, automobiles, banking & insurance, agri-business, farm equipments and so on in rural as well as urban areas of India.

**MBA - II**  
**Semester III**

**Rural Marketing (RM)**

**1. Objectives:**

1. To develop an understanding about the agriculture based rural economy in India and to access the potential of rural markets for durable and non durable products
2. To understand the social dynamics and buying behaviour of rural consumers.
3. To develop insights about successful marketing strategies for rural markets.

**2. Course Duration:**

The total hours for teaching this course will be 45 hours, which will be divided into 36 sessions of 75 minutes duration each.

**3. Course contents:**

<b>Module No:</b>	<b>Module Content</b>	<b>No. of Sessions</b>	<b>70 Marks (External Evaluation)</b>
I	<b>The size, characteristics and Importance of Rural sector</b> in India, The evolution and growth of rural sector in the post liberalization era, The rural – urban divide in India, Defining rural markets and rural marketing; Characteristics of rural markets. Size and growth of rural markets in India. The rural infrastructure, Rural Market structure and Marketing environment	7	17
II	Characteristics of <b>Rural Consumer</b> , Factors affecting consumer behavior, Consumer buying process and buying roles, Opinion Leadership process and diffusion of innovation, Difference between rural and urban consumer behavior, Marketing Information System for rural markets and Sources of Information, Rural Marketing Research, Contract Farming	7	17

III	<b>Segmenting rural markets</b> , Product and brand positioning in rural markets, Product differentiation and branding strategies for rural markets, Product life cycle and Product mix strategies for rural markets, Packaging for rural markets and role of semiotics, Marketing of services to rural consumers, Rural Marketing strategy: planning, implementation and feedback.	7	18
IV	<b>Pricing and Promotional Strategies for Rural Markets</b> , micro marketing, Distribution strategies for rural markets, Problems of Rural Marketing in India	7	18
V	<b>Conduct a Survey in Rural Area</b> and prepare a report on potential for rural marketing of a product-line or service in Rural Districts and Villages India under the guidance of your subject teacher as well as Gram <i>Panchayat</i> Leader ( <i>Sarpanch</i> ), and make a Public Presentation. Consider consumer or farming / agriculture products like seeds, fertilizers, micro or drip irrigation manufactured by say Hindustan Unilever Ltd (HUL), Jain Irrigation Ltd, Gujarat State Fertilizers Ltd (GSFC), GNFC, KRIBHCO, Seeds Certification Organization of Government of Gujarat, Rural and Agriculture Ministries / Departments of Gujarat / India. Also study role of United Nations in Food and Aid Distribution in Poor countries.	8	Internal Evaluation (20 Marks of CEC)

#### 4. Teaching Methods:

The course will use the following pedagogical tools:

(a) Case discussion covering a cross section of decision situations.

(b) Discussions on issues and techniques of Marketing.

(c) Projects/ Assignments/ Quizzes/ Class participation etc.

#### 5. Evaluation:

The evaluation of participants will be on continuous basis comprising of the following elements:

A	Projects/Assignments/Quiz/Class Participation, etc.	Weightage (50%) (Internal Assessment)
B	Mid-Semester Examination	Weightage (30%) (Internal Assessment)
C	End-Semester Examination	Weightage (70%) (External Assessment)

## 6. Basic Text Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
T1	Krishnamacharyulu and Ramakrishnan	Rural Marketing Text and Cases	Pearson	Latest edition
T2	R. V. Badi	Rural Marketing	Himalaya	Latest edition
T3	KashyapPrdeep and Raul Siddhartha	Rural Marketing	Biztantra	Latest edition
T4	Dogra and Ghuman	Rural Marketing concept and Practices	McGraw Hill	Latest edition

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

## 7. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
R1	Gopaldaswamy T P	Rural Marketing: Environment, Problems and Strategies	Vikas	Latest edition
R2	Krishnamacharyulu and Ramakrishnan	Cases in Rural Marketing	Pearson	Latest edition
R3	Velaudhan and Sridhar (editors)	Marketing to Rural Consumers	Excel Books	Latest edition
R4	Dr Kamal Taori and Irmel Marla	Marketing the Unmarketed	<a href="http://www.kamaltaori.com">www.kamaltaori.com</a>	English edition (under print)
R5	Dr Kamal Taori	Entrepreneurship in Decentralised Sector	Regency Publication	Latest edition
R6	R Krishnamoorthy	Rural Marketing	Himalaya	Latest edition
R7	Vasant Desai	Rural Development in India	Himalaya	Latest edition

## 9. Session Plan:

Session Nos.	Topics to be covered
1-2	The size, characteristics and Importance of Rural sector in India, The evolution and growth of rural sector in the post liberalization era.
3	The rural – urban divide in India
4-5	Defining rural markets and rural marketing; Characteristics of rural markets.
6	Size and growth of rural markets in India. The rural infrastructure.
7	Rural Market structure and Marketing environment
8	Characteristics of Rural Consumer
9	Factors affecting consumer behaviour

10	Consumer buying process and buying roles
11	Opinion Leadership process and diffusion of innovation
12	Difference between rural and urban consumer behaviour.
13	Marketing Information System for rural markets and Sources of Information
14	Rural Marketing Research, Contract Farming
15	Segmenting rural markets
16	Product and brand positioning in rural markets
17	Product differentiation and branding strategies for rural markets
18	Product life cycle and Product mix strategies for rural markets
19	Packaging for rural markets and role of semiotics
20	Marketing of services to rural consumers
21	Rural Marketing strategy: planning, implementation and feedback
22	Rural Pricing Objectives and strategies, Pricing methods and credit delivery systems for rural markets
23	Factors affecting rural communication, Communication barriers and two step communication process
24	Designing the message and selecting media vehicle, Using events and outdoors for rural communication
25	Sales promotion and personal selling in rural markets, micro marketing
26	Channels of distribution for rural markets, Warehousing and physical distribution
27	Distribution of Essential Commodities through Public Distribution System, Distribution of Agricultural inputs to rural buyers
28	Distribution of service products, Problems of Rural Marketing in India, Innovations in rural markets
29-36	<b>Conduct a Survey related Rural Credit / Micro Finance in Rural Area</b> and prepare a report on potential for rural processing or marketing of a product-line or service in Rural Districts and Villages India under the guidance of your subject teacher as well as Gram <i>Panchayat</i> Leader ( <i>Sarpanch</i> ), and make a Public Presentation. Consider consumer or farming / agriculture products like seeds, fertilizers, micro or drip irrigation manufactured by say Hindustan Unilever Ltd (HUL), Jain Irrigation Ltd, Gujarat State Fertilizers Ltd (GSFC), GNFC, KRIBHCO, Seeds Certification Organization of Government of Gujarat, Rural and Agriculture Ministries / Departments of Gujarat / India. Also study role of United Nations in Food and Aid Distribution in Poor countries.



**MBA-II**  
**Semester III**

**Rural Banking and Microfinance (RB&MF)**

**1. Course Objectives:**

'Rural Banking and Microfinance' intends to provide the student with adequate knowledge of increased role and potential of rural India in the country's economic development. In this context, Microfinance has emerged as an important mechanism in increasing rural wealth. Thereby it is imperative in the study of Rural Banking. There is a scope for setting up and/or marketing and working with Micro-finance organizations in Rural India, especially for women MBAs.

**2. Course Duration:**

The total hours for teaching this course will be 45 hours, which will be divided into 36 sessions of 75 minutes duration each.

**3. Course Contents:**

<b>Module No:</b>	<b>Module Content</b>	<b>No. of Sessions</b>	<b>70 Marks (External Evaluation)</b>
I	Rural India Panchayat Raj System for Rural Development Rural Infrastructure Government Initiatives for Rural Development	7	17
II	<b>Role of Institutional Finance to Agricultural Activities and Rural Development: RRB, Cooperative Credit Institutes, Commercial Banks, Private Banks</b> <b>Problems of Rural and Agriculture Credit</b>	7	17
III	Overview of Microfinance Self Help Group Approach	7	18
IV	Models of Microfinance <b>Role of NABARD in Development of Micro Finance</b> Development of Microfinance Products Sustainable Development Issues	7	18
V	<b>Practical: Conduct a Study / Survey of Micro-finance / Agriculture / Farm Loan / Sustainable Development Issues in Rural Area</b> and prepare a report on the subject for developing that Rural Districts and Villages Gujarat / India under the guidance of your subject teacher as well as a Banker and/or a Gram <i>Panchayat</i> Leader ( <i>Sarpanch</i> ), and make a Public Presentation. Consider Bank's Micro-finance divisions like that of State Bank of India, Bank of Baroda, Dena Bank, Union Bank of India and also <b>SHGs/MFIs/NGO</b> .	8	Internal Evaluation (20 Marks of CEC)

#### 4. Teaching Method:

The following pedagogical tools will be used to teach this course:

1. Lectures
2. Case Discussions
3. Role Play
4. Assignments and Presentation

#### 5. Evaluation:

<b>A</b>	Projects/ Assignments/ Quizzes/ Class participation etc	Weightage 50% (Internal Assessment- 50 Marks)
<b>B</b>	Mid-Semester examination	Weightage 30 % (Internal Assessment-30 Marks)
<b>C</b>	End –Semester Examination	Weightage 70% (External Assessment-70 Marks)

#### 6. Basic Text Books:

<b>Sr. No.</b>	<b>Author</b>	<b>Name of the Book</b>	<b>Publisher</b>	<b>Year of Publication</b>
<b>T1</b>	Indian Institute of Banking & Finance	Rural Banking	Macmillan Publishers Indi	Latest Edition
<b>T2</b>	K G Karmakar	Microfinance in India	Sage Publications	Latest Edition

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

#### 7. Reference Books:

<b>Sr. No.</b>	<b>Author</b>	<b>Name of the Book</b>	<b>Publisher</b>	<b>Year of Publication</b>
<b>R1</b>	Vasant Desai	Rural Development in India	Himalaya Publishing House	Latest Edition
<b>R2</b>	Sinha, Tanka & Reddy	Microfinance and Self-Help Groups in India: Living Up to Their Promise?	Practical Action	Latest Edition
<b>R3</b>	Dr Kamal Taori & Dr Singh	<b>Rural Industrialisation – Planning for Future</b>	Vikas Publication, Delhi	Latest edition

<b>R4</b>	Dr Kamal Taori	<b>Panchayat Raj and Corporate Sector and Challenges of our Time</b>	CFIETRA, Kanpur	Latest edition
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### 8. Lists of Journals/ Periodicals/ Magazines/ Newspapers:

Economic Times, Financial Express, Journal of Finance.

### 9. Session Plan:

Session Nos.	Topics to be covered
1	Rural India
2-3	Panchayat Raj System for Rural Development:
4-5	Rural Infrastructure
6-7	Government Initiatives for Rural Development
8	Agricultural Activities
9-10	Farm Development Loans
11-12	Agricultural Marketing in India:
13-14	MIS in Banks
15-17	Overview of Microfinance
18-21	Self Help Group Approach
22-23	Models of Microfinance
24-25	Development of Microfinance Products
26-28	Sustainable Development Issues
29-36	<p><b>Practical: Conduct a Study / Survey of Micro-finance / Agriculture / Farm Loan / Sustainable Development Issues in Rural Area</b> and prepare a report on the subject for developing that Rural Districts and Villages Gujarat / India under the guidance of your subject teacher as well as a Banker and/or a Gram <i>Panchayat</i> Leader (<i>Sarpanch</i>), and make a Public Presentation. Consider Bank's Micro-finance divisions like that of State Bank of India, Bank of Baroda, Dena Bank, Union Bank of India.</p> <ul style="list-style-type: none"> <li>- Organise a Workshop of all Rural Stakeholders in your college or nearby village to decide and motivate Rural Entrepreneurs to perform better.</li> <li>- Visit Gandhi Ashram in Ahmedabad or Dandi in Gujarat, or Wardha in Maharashtra to learn more.</li> </ul>

## MBA II

### Semester III

#### Agri and Food Processing Industry (AFPI)

##### 1. Course Objectives:

The main objective of the course is to enable students to develop insight into Agri-processing and Food Processing Industries, which are two of the largest and fastest growing industrial sectors in India, with the potential of generating huge exports, combined with large number of employment opportunities at managerial, operational as well as blue-collar level. India is aptly described as Vegetarian Food Basket of the world due to large land, water and labour availability and diverse weather. Mastering the course with Practical Module / Project work is expected to help the student get good employment or business opportunities in Gujarat / India / worldwide.

The course aims to:

- educate the students about the agriculture situation in India and the role of agriculture and agri-business in the socio economic development of country.
- explain the fundamentals of agri-business.
- understand these concepts and apply them in professional roles.
- introduce fundamentals and principles of agricultural economics and study of interactions between agricultural policy and development at the global level.

By studying this course the students will be able to co-relate the interrelationship of various agriculture activities like crop production, market information, agriculture business, food processing and value addition in agriculture crop and export of agri products etc.

##### 2. Course Duration:

The total hours for teaching this course will be 45 hours which will be divided into 36 sessions of 75 minutes each.

##### 3. Course Content:

The course will contain following modules

Module	Module and Sub-Modules	Sessions	Marks
I	<b>Agricultural Economics:</b> Meaning and scope of agricultural economics, importance of agriculture in Indian Economy, contribution to national income, comparison with other countries, study of significant economic problems in Indian agricultural production, marketing, Labour, credit, etc. Types and systems of farming; determining factors. Planning for profitable use of land, water, labour and equipment, methods of measuring farm efficiency. Major Agriculture Commodities, Indian Agriculture Policy, WTO Agreement on Agriculture, Impact of WTO on Indian Agriculture	6	10

<b>II</b>	<b>Management of Agribusiness:</b> Features of Agribusiness, Forms of Agri-business, Agri-business Activities , Functional Management, Setting up Agribusiness Unit, Financing Agribusiness Unit, Resource Management, Supply Chain Management, Agriculture Storage Facilities, Agro-processing facilities , Information Management	<b>6</b>	<b>14</b>
<b>III</b>	<b>Agriculture Input Management :</b> Agriculture Inputs, Agriculture Credit- Role of Commercial Banks and Cooperative Credit Institutions, Role of NABARD, Governments and Development Agencies in Agri input management  Management of Seeds, Pesticides/ insecticide, Fertilizers, Irrigation etc, , Market Intelligence, Logistic Support, Problems of Agri-input management	<b>6</b>	<b>14</b>
<b>IV</b>	<b>Agriculture Marketing Management :</b> Agriculture Marketing Structure in India, Classification of Agriculture Markets, Role of Regulated Markets in Agriculture Marketing, Structure and System of Agriculture Marketing In India - APMC, Commodity Markets, Cooperative Marketing Societies (Primary, District level, State Level and National level Cooperative Marketing Societies/Federations), Marketing Strategies, Domestic Marketing and Export of Agriculture Products, Agencies Involved in Agri-Export, Future Trading , Commodity Exchange and Trading of Agri-products	<b>8</b>	<b>18</b>
<b>V</b>	<b>Agro Processing &amp; Food Processing :</b> Agriculture Products and Value Additions their-in, Different types of Agro Processing Industries, Sugar Industry, Milk Processing, Rice, Pulses, Wheat and Other Processing Units, Fish Processing, Fruits Processing Units, other Food Processing Industries, Government Intervention and Schemes for Food Processing	<b>6</b>	<b>14</b>
<b>VI</b>	<b>Presentations and Live Projects:</b> Status and potential of Hi-Tech Agriculture in India, Risk Management in Agriculture – Insurance – Diversification , Contract Farming and Corporate Farming, WTO issues related to Agriculture, Indian Agriculture in New Regime, Current Updates in Agri Business,	<b>4</b>	Internal Evaluation (20 Marks of CEC)

#### 4. Teaching Methods:

The course will use the following pedagogical tools:

- A. Lecture – cum-classroom discussion.
- B. Case discussion covering agriculture credit, marketing, processing and exports.
- C. individual assignments and group projects
- D. Projects/ Individual readings/Assignments/ Quizzes/ Class-room discussion  
Class Participation and Presentations etc

## 5. Evaluation:

The evaluation of participants will be on continuous basis comprising of the following elements:

## 6. Text Books:

S. No	Authors	Name of the Books	Publisher	Edition & Year of Publication
T1	Dr Smita Diwase ,	Indian Agriculture and Agri Business Management	Krishi Resource Management Network, Pune	2009, Latest Edition
T2	Gangadhar Bhatia	Agri Business Management	Jain Book Agency	Latest Edition
T3	Surjit Singh and V Ranta Reddy	Changing Contours of Asian Agriculture: Policies Performance and Challenges	Academic Foundation , New Delhi	2009, Latest Edition

## 7. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Edition
R1	Ed. A Vinayak Reddy and Yadgira Chryulu,	Indian Agriculture, Challenges of Globalization	New Century Publication, New Delhi	Latest Edition
R2	P K Joshi, Ashok Gulati, Ralph Cummings Jr.	Agriculture Diversification and Smallholders in south Asia	Academic Foundation New Delhi	Latest Edition
R3	N A Mujumdar and Uma Kapila	Indian Agriculture in the New Millennium, Changing perception and Development Policy	Academic Foundation , New Delhi	Latest Edition
R4	B.S. Hansra	Agribusiness And Extension Management	Concept Publishing	Latest Edition
R5	Laxmi Lal Somani	Agribusiness & Farm Management At A Glance	Agrotech Books	Latest Edition
R6	L I Somani	Dictionary Of Agribusiness Management	Agrotech Books	Latest Edition
R7	R A Mashelkar	Intellectual Property Rights- Indian Agriculture -Current Status, prospects and Challenges	Indian Agric. Universities Association, and Acharya N G Ranga, Agriculture University, Hyderabad	Latest Edition

### 8. List of Journals/ Periodicals/ Magazines/ Newspapers:

- Agriculture Situation in India
- Agriculture Marketing in India
- Agri-business In India
- Krushi Vigyan
- Publications of **NABARD, RBI, SBI, BOB, PNB, Economic Times, Financial Express**, etc.

**NB:** The Instructor / Faculty Member will guide the students regarding suggested readings from Texts, references and websites related to this course.

### 9. Session Plan:

Session	Topics to be covered
1 – 3	Agricultural Economics: Meaning and scope of agricultural economics, importance of agriculture in Indian Economy, contribution to national income, comparison with other countries, study of significant economic problems in Indian agricultural production, marketing, Labour, credit, etc.
4 – 6	Types and systems of farming; determining factors. Planning for profitable use of land, water, labour and equipment, methods of measuring farm efficiency. Major Agriculture Commodities, Indian Agriculture Policy, WTO:Agreement on Agriculture, Impact of WTO on Indian Agriculture
7 – 10	Management of Agribusiness: Features of Agribusiness, Forms of Agri-business, Agri-business Activities , Functional Management, Setting up Agribusiness Unit, Financing Agribusiness Unit, Resource Management,
11 – 12	Supply Chain Management, Agriculture Storage Facilities, Agro-processing facilities , Information Management
13–16	Agriculture Input Management : Agriculture Inputs, Agriculture Credit- Role of Commercial Banks and Cooperative Credit Institutions, Role of NABARD, Governments and Development Agencies in Agri input management.
17 – 18	Management of Seeds, Pesticides/ insecticide, Fertilizers, Irrigation etc, , Market Intelligence, Logistic Support, Problems of Agri-input management
19-22	Agriculture Marketing Management: Agriculture Marketing Structure in India, Classification of Agriculture Markets, Role of Regulated Markets in Agriculture Marketing, Structure and System of Agriculture Marketing In India - APMC, Commodity Markets,
23-26	Cooperative Marketing Societies (Primary, District level, State Level and National level Cooperative Marketing Societies/Federations), Domestic Marketing and Export of Agriculture Products, Agencies Involved in Agri-Export, Future Trading , Commodity Exchange and Trading of Agri-products, Marketing Strategies.
27 -32	Agro Processing & Food Processing : Agriculture Products and Value Additions their-in, Different types of Agro Processing Industries, Sugar Industry, Milk Processing, Rice, Pulses, Wheat and Other Processing Units, Fish Processing, Fruits Processing Units, other Food Processing Industries, Government Intervention and Schemes for Food Processing

33 – 36	<b>Presentations and Live Projects</b> : Status and potential of Hi-Tech Agriculture in India, Risk Management in Agriculture – Insurance – Diversification , Contract Farming and Corporate Farming, WTO issues related to Agriculture, Indian Agriculture in New Regime, Current Updates in Agri Business
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## MAJOR SPECIALIZATION

### (ASIAN BUSINESS – IMMERSION STUDY)

'Asian Business – Immersion Study' specialization offers excellent opportunity to **Indian and Asian scholars** in Asia-Pacific, China, Middle-East and Africa regions. This new specialization is specially designed for **Graduate sons and daughters of visionary Family Business / Family Controlled Industries, Non-Resident Indian (NRI) / Asian / African Family Business owners, wanting to expand** in **India / Asia / China / Middle-East / African nations**.

#### MBA II

#### Semester III

#### Indian Business: Systems and Policy Formulation (IB-SPF)

##### 1. Course Objective:

This course is designed to motivate the students to join the **Family Business** or set up a **New Business or Industry** by him/herself as a **first generation entrepreneur or 'technopreneur'**, and expand the same in national and international arena / markets. The course is an **immersion study, equal to two subjects** in the sense that the student shall get 3 Credits from classroom study and 3 Credits from Immersion study (practical training / work with industry), i.e. **total 6 Credits**.

The student shall learn about the Indian Business Systems on one hand, and Policy Formulation on the other, including how Organisational Policy and Government Policy affect 'Indian Businesses' as also 'Asian / International Businesses in India'. The student shall also learn about business operations and improvements.

##### 2. Course Duration:

The total hours for teaching this course will be 45 hours, which will be divided into 36 sessions of 75 minutes duration each (3 Credits).

**Another set of 45 hours shall be devoted to immersion study or practical experience / training (3 Credits).**

### 3. Course Contents:

The entire course shall be taught through **Case Studies and Experience Sharing** in the class along with theoretical inputs, with the help of Professor and industry managers / entrepreneurs / consultants who have good exposure in industry / Global business operations at least in India. The practical part of the subject shall be learnt through **“immersion in a business / industrial unit / manufacturing plant in India or Indian Business abroad”**.

For this special course, the student is required to study an Indian Business/Organization as an ongoing entity, or the process of setting up a new business / industrial unit / company, and prepare a complete and practically useful Report for achieving the desired goal or expanding / **improving Family Business** or set up a **New Business Enterprise** or **Social Enterprise**. The student will have to compulsorily work with a business organization of his/her choice for a period of about **3 to 4 weeks** during this semester, in addition to learning other subjects, and hence will be demanding on his/her time. The entire course shall be taught through **5 to 6 Major Case Studies of India Businesses, selected by senior teaching Professor / Faculty member**.

Following are the broad areas to be studied; however the faculty in charge / visiting faculty from Industry / Business will guide the student as to what is to be studied and how to access resources, both financial and non-financial, to become a success business-person or entrepreneur.

**Major areas of studies including practical work shall include the following in INDIA:**

- **Start ups**
- **Functional departments in a Venture / Business**
- **Business Banking Operations**
- **Growing and Sustaining a Family Business / venture**
- **Innovation Management in Indian Business**
- **Sustaining Business in the competitive market**
- **Feasibility of starting up, expansion or modernization a Family / non-family Business**
- **Business Performance Improvement through, for example, Benchmark studies of Industry-Firm Comparison or Cluster of Industries (established by Government / CII / FIIICE etc industry associations)**
- **Prepare a Report on any of the above topic or topics as per student's own utility and choice.**

#### 4. Teaching Methods:

The following pedagogical and practical tools will be used to teach / learn this course:

5. Lectures
6. Case Studies / Discussions
7. Role Play
8. Assignments and Presentation
9. **Practical Study / Working with a Business or Industry for Skill Development**

#### 5. Evaluation:

<b>A</b>	Projects/ Assignments/ Quizzes/ Class participation etc	Weightage 50% (Internal Assessment- 50 Marks)
<b>B</b>	Mid-Semester examination	Weightage 30 % (Internal Assessment-30 Marks)
<b>C</b>	End –Semester Examination	Weightage 70% (External Assessment-70 Marks)

#### 6. Basic Text Books:

Note: No standard Text Books are prescribed for this subject. Wherever the standard books are not available for the topic, appropriate print and online resources, journals and books published by different authors may be prescribed.

#### 7. Reference Books:

Following books may be referred for this subject, in addition to any books, periodicals, newspapers and online resources on the subject / industry as prescribed by the Professor / faculty:

Sr. No.	Author	Name of Book	Publisher	Year of Publication
R1	<b>Taxmann's</b>	<b>Taxmann's Doing Business in India, Policies &amp; Procedures</b>	<b>Vaish Associates, Advocates</b>	<b>2011, Latest Edition</b>
R2	Lawrence Weber	Business & Society – Stakeholders, Ethics, Public Policy	TMH	Twelfth Edition
R3	Rajiv Raj	Entrepreneurship	Oxford University Press	Latest Edition
R4	B Yerran Raju Ram S Pujara	The Small Entrepreneur – Starting & Growing	Excel	Latest Edition

R5	Biswajeet Pattanayak Phalgu Niranjana Kalyan Shankar Ray Sasmita Mirza	Sustaining Business in Turbulent times – The Indian Perspective	Excel	Latest Edition
R6	Maj. Gen. D N Khurana, AVSM (Retd.)	Public Policy – Contemporary issues	Excel	Latest Edition
R7	Vasant Desai	Small Scale Industries & Entrepreneurship	Himalaya	Latest Edition
R8	Poornima M Charantimath	Entrepreneurship Development Sall Business Enterprise	Pearson	Latest Edition
R9	Bruce R. Barringer R. Duane Ireland	Entrepreneurship : Successfully Launching New Ventures	Pearson	Latest Edition
R10	A Sahay V Sharma	Entrepreneurship and Ne Venture Creation	Excel Books	Latest Edition
R11	Madhurima Lall Shikha Sahai	Entrepreneurship	Excel Books	2nd Edition
R12	L. Venugopal Reddy P. V. Raveendra	Wealth Creation Through Entrepreneurship	Himalaya	2nd Edition
R13	Vasant Desai Urmila Rai	Entrepreneurship Development and Business Communication	Himalaya	Latest Edition
R14	Vasant Desai	Theories of Entrepreneurship	Himalaya	Latest Edition
R15	Dr. C. S. G. Krishnamacharyulu Dr. R. Lathiya	Innovation Management	Himalaya	Second Edition

R16	C. S. V. Murthy	Small, Scale Industries and Entrepreneurial Development	Himalaya	Second Edition
R17	Vasant Desai	The Dynamics of Entrepreneurial Development and Management	Himalaya	Sixth Edition

**8. List of Journals/ Periodicals/ Magazines/ Newspapers:**

- Business India
- Business World
- Indian Journal of Marketing
- Indian Management
- Websites of Government of India – Ministries of Industry / Agriculture / MSME etc
- Websites of CII, FICCI, FGI and Industry associations and Chambers of Commerce
- Other Online Journals and resources.

## MBA II

### Semester III

#### **Business in China/Central Asia/West Asia/East Asia (B-C-CWE-A)**

##### **1. Course Objective:**

This course is designed to motivate the students to take up the family business and expand the same in international markets, especially focusing **China/Central Asia/West Asia/East Asia, or even AFRICAN Nations with whom India recently signed Agreements for increasing Bilateral Trade and Investment with most of 34 African Nations, that is expected to generate business opportunities to the tune of US\$ 80 Billion on both sides.**

##### **2. Course Duration:**

The total hours for teaching this course will be 45 hours, which will be divided into 36 sessions of 75 minutes duration each.

##### **3. Course Contents:**

For this course the student is required to study an industry/sector/business in China/Central Asia/West Asia/East Asia/Africa and scope for Indian companies for doing business in those countries in specific industry/sectors/businesses selected by the student as per his/her choice. For this purpose the student is **compulsorily required to visit one of these countries** of his interest for about a period of at least **1 to 2 weeks**. The student can study one of the following or combination of the following ; **in an Asian / Chinese\* /\_African country (E.g. Greater China, Hong Kong, Macau):** The entire course shall be taught through **5 to 6 Major Case Studies of Asian including Chinese / Middle-East / African Businesses, selected by senior teaching Professor / Faculty member.**

- **Start ups in Functional departments in a Venture / Business**
- **Export-Import of Goods, Commodities or Services to / from Asian / Chinese / African country**
- **Business Banking Operations**
- **Growing and Sustaining a Family Business / Venture**
- **Innovation Management**
- **Sustaining Business in the competitive market**

- **Feasibility of starting up, expansion or modernization of a Business**
- **Scope of Joint Ventures, strategic alliances, licensing, collaboration, or any form of partnerships with an Asian / Chinese / African / Indian Business**
- **Business Performance Improvement through, for example, Benchmark studies of Industry-Firm Comparison**
- **Prepare a Report on any of the above topic or topics as per student's own utility and choice.**

#### **4. Teaching Method:**

The following pedagogical and practical tools will be used to teach / learn this course:

1. Lectures
2. **Case Studies and Discussions**
3. Role Play
4. Assignments and Presentation
5. **Practical Study / Working with a Business or Industry for Skill Development**

#### **5. Evaluation:**

<b>A</b>	Projects/ Assignments/ Quizzes/ Class participation etc	Weightage 50% (Internal Assessment- 50 Marks)
<b>B</b>	Mid-Semester examination	Weightage 30 % (Internal Assessment-30 Marks)
<b>C</b>	End –Semester Examination	Weightage 70% (External Assessment-70 Marks)

#### **6. Basic Text Books:**

Note: No standard Text Books are prescribed for this subject. Wherever the standard books are not available for the topic, appropriate print and online resources, journals and books published by different authors may be prescribed.

## 7. Reference Books:

Following books can be referred for this subject, in addition to any books, periodicals, newspapers and online resources on the subject / industry of student's and faculty's choice :

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
R1	Mary Murray Bosrock	Asian Business Customs & Management	Macmillan	Latest Edition
R2	<b>M. D. David</b>	<b>The Making of Modern China</b>	<b>Himalaya Publishing</b>	<b>Fifth revised edition</b>
R3	Dr Ram Singh	International Trade Operations	Excel Books	Latest Edition
R4	P K Vasudeva	International Trade – Text and Cases	Excel Books	Latest Edition
R5	Manab Adhikary	Global Business Management in an International Economic Environment	Macmillan Business Book	Latest Edition
R6	Mary Murray Bosrock	European Business Customs & Management	Macmillan	Latest Edition
R7	Vyuptakesh Sharan	International Business – Concepts, Environment and Strategy	Pearson	Latest Edition

## 8. List of Journals/ Periodicals/ Magazines/ Newspapers:

- Asian Business & Management ( Palgrave Macmillan)
- International Journal of Asian Business & Information Management (IGI publishing Academic Excellence)



## MAJOR SPECIALIZATION

### (SUSTAINABLE GLOBAL ENTERPRISE – IMMERSION STUDY)

‘Sustainable Global Enterprise (SGE) – Immersion Study’ specialization offers excellent opportunity to **Indian and International scholars** in this emerging area of interest globally. This new specialization is specially designed for **Graduate sons and daughters of visionary Indian, Non-Resident Indian (NRI) / Global Family Business owners, wanting to create or expand Sustainable Global Business Enterprise (SGE) models in India or anywhere in the world including Home Town / State / Country of the student.**

#### MBA II

#### Semester III

#### Social Enterprises – Agents of Change & Innovation (SE-ACI)

##### 1. Course Objective:

- Understanding of the field of social entrepreneurship and understanding many of the opportunities, challenges, and issues facing social entrepreneurs
- Meeting leading social entrepreneurs who are using business skills to address complex social problems.
- Develop a business plan for a social venture.

**2. Course Duration:** The course duration is of 36 sessions of 75 minutes each.

##### 3. Course Contents:

Module No.	Modules / Sub-Modules	Sessions	70 Marks (External Evaluation)
I	<b>An Introduction to Social Entrepreneurship:</b> What is social entrepreneurs, The Landscape of social entrepreneurs, theories of social entrepreneurs, Who are social entrepreneurs, Myths of social entrepreneurship. <b>Ideas and Opportunities:</b> Creative Process of Social Entrepreneurship, Moving from Ideas to Opportunities.	7	17
II	<b>Developing the Social Enterprise Concept:</b> Social Enterprise Mission, Business Models, threats to Business Models. <b>Social Enterprise Business Plans:</b> Business Plan Summary, Description of the Enterprise, Team, the Market and Industry, Marketing and Fund Raising, Financial Plan, Goals and Objectives, Risk Assessment, Supporting Documents, Pitfalls.	7	17

<b>III</b>	<b>Measuring Social value:</b> Why Measure Value, How do we measure Value, social return on investment, organisation effectiveness on social enterprise. <b>Earned Income:</b> Mobilizing resources, Income Sources.	7	18
<b>IV</b>	<b>Donations and Government Income:</b> Private Giving, Venture Philanthropy, Government Subsidies. <b>Entrepreneurial Fund Raising and Marketing:</b> types of fund raising, fund raising strategies, volunteer recruitment and attrition, social enterprise marketing. <b>Launch, Growth and Goal Attainment:</b> Preparing for Growth, Social Enterprise growth strategies, Intrapreneurship and Entrepreneurial intensity, and The end of social enterprise process.	7	18
<b>V</b>	Developing a social enterprise business plan, preparing the report and/or giving public presentation in the class.	8	Internal Evaluation (20 Marks of CEC)

#### 4. Teaching Methods:

The course will use the following pedagogical tools:

- (a) Discussion on concepts and issues on social entrepreneurship.
- (b) Case discussion covering a cross section of social entrepreneurship.
- (c) Projects/ Assignments/ Quizzes/ Class participation etc

**GTU's 25 'Innovation Sankuls'** located all over Gujarat in urban and rural areas may be contacted by the students seeking help to select Social Entrepreneurs / Enterprises for their practical study.

#### 5. Evaluation:

The evaluation of participants will be on continuous basis comprising of the following Elements:

<b>A</b>	Projects/ Assignments/ Quizzes/ Class participation etc	Weightage 50% (Internal Assessment- 50 Marks)
<b>B</b>	Mid-Semester examination	Weightage 30 % (Internal Assessment-30 Marks)
<b>C</b>	End –Semester Examination	Weightage 70% (External Assessment-70 Marks)

## 6. Basic Text Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
T1	Arthur C. Brooks	Social Entrepreneurship: A Modern Approach to Social Value Creation	Prentice Hall	Latest Edition
T2	David Bornstein	How to Change the World: Social Entrepreneurs and the Power of New Ideas	Oxford University Press, USA	Latest Edition

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

## 7. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
R1	Marla / Taori	Operationalising Holistic Human Development – Food for Thought & Ideas for Action in the Rural Context	Concept Publishing Co., New Delhi	2007, Latest
R2	Dr Kamal Taori and Irmel Marla	Marketing the Unmarketed	<a href="http://www.kamaltaori.com">www.kamaltaori.com</a>	English edition (under print)
R3	Dr Kamal Taori	Entrepreneurship in Decentralised Sector	Regency Publication	Latest edition

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

## 8. List of Journals/Periodicals/Magazines/Newspapers, etc.

- Social Enterprise Journal (Emerald)
- Journal of Social Entrepreneurship (Taylor and Francis)
- Internal Small Business Journal (SAGE)
- Journal of Entrepreneurship (SAGE)
- Global Business Review (SAGE)
- Global Business & Management Research: An international Journal (Universal Publisher)

## 9. Session Plan:

Session Nos.	Topics to be covered
1-3	<b>An Introduction to Social Entrepreneurship:</b> What is social entrepreneurs, The Landscape of social entrepreneurs, theories of social entrepreneurs, Who are social entrepreneurs, Myths of social entrepreneurship.
4-6	<b>Ideas and Opportunities:</b> Creative Process of Social Entrepreneurship, Moving from Ideas to Opportunities.
7	Case Studies
8-10	<b>Developing the Social Enterprise Concept:</b> Social Enterprise Mission, Business Models, threats to Business Models.
11-13	<b>Social Enterprise Business Plans:</b> Business Plan Summary, Description of the Enterprise, Team, the Market and Industry, Marketing and Fund Raising, Financial Plan, Goals and Objectives, Risk Assessment, Supporting Documents, Pitfalls.
14	Case Studies
15-17	<b>Measuring Social value:</b> Why Measure Value, How do we measure Value, social return on investment, organisation effectiveness on social enterprise.
18-20	<b>Earned Income:</b> Mobilizing resources, Income Sources.
21	Case Studies
22-23	<b>Donations and Government Income:</b> Private Giving, Venture Philanthropy, Government Subsidies.
24-27	Entrepreneurial Fund Raising and Marketing: types of fund raising, fund raising strategies, volunteer recruitment and attrition, social enterprise marketing. Launch, Growth and Goal Attainment: Preparing for Growth, Social Enterprise growth strategies, Intrapreneurship and Entrepreneurial intensity, and The end of social enterprise process.
28	<b>Case Studies of at least 2 Sustainable Global Enterprises in a foreign country, or India</b>
29-36	<b>Practical:</b> Developing a social enterprise business plan, preparing the report and/or giving presentation in the class.

## MBA II

### Semester III

#### Exploring Base of Pyramid for Profitability of Businesses (EBP-PB) (Study of C. K. Prahlad's Theories)

##### 1. Course Objective:

To make students understand that: collectively, the world's billions of poor people have immense untapped buying power. They represent an enormous opportunity for companies who learn how to serve them. Not only can it be done, it is being done very profitably. What's more, companies aren't just making money: by serving these markets, they're helping millions of the world's poorest people escape poverty.

**2. Course Duration:** The course duration is of 36 sessions of 75 minutes each.

##### 3. Course Contents:

Module No.	Modules / Sub-Modules	Sessions	70 Marks (External Evaluation)
I	<b>The market at the bottom of the pyramid:</b> The power of dominant logic, The nature of BOP market, The market development imperative. <b>Products and Services of BOP:</b> A philosophy for developing Products and Services of BOP, Twelve principles of innovation for BOP markets	7	17
II	<b>BOP: A Global Opportunity:</b> Engaging the BOP, Local growth opportunity, BOP solutions for developed markets, Lessons from MBC's from BOP markets, the Cost of Managing, Learning to Live in a Network of relationships.	7	17
III	<b>The Eco-systems for Wealth Creation:</b> Market oriented wealth creation, eco-system for a developing country, learning the sanctity of contracts, Reducing inequalities in contracts, Building governance capabilities among the poor	7	18
IV	<b>Reducing Corruption:</b> Transaction Governance Capacity: Are the poor, Transaction Governance Capacity, Building TGC <b>Development as Social Transformation:</b> Breaking down barriers to communication, BOP consumer upgrade, Gaining Access to knowledge, Identity for the individual, Women are critical for development	7	18
V	<b>Practical:</b> Study of Business Success Stories, preparing the report and/or making presentation in the class.	8	Internal Evaluation (20 Marks of CEC)

#### 4. Teaching Methods:

The course will use the following pedagogical tools:

- (a) Discussion on concepts and issues.
- (b) Case discussion covering subject.
- (c) Projects/ Assignments/ Quizzes/ Class participation etc

#### 5. Evaluation:

The evaluation of participants will be on continuous basis comprising of the following Elements:

<b>A</b>	Projects/ Assignments/ Quizzes/ Class participation etc	Weightage 50% (Internal Assessment- 50 Marks)
<b>B</b>	Mid-Semester examination	Weightage 30 % (Internal Assessment-30 Marks)
<b>C</b>	End –Semester Examination	Weightage 70% (External Assessment-70 Marks)

#### 6. Basic Text Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
T1	C K Prahlad	The fortune at the bottom of the pyramid	Prentice Hall	Latest Edition

**Note: The course is designed to study the new theory called ‘Bottom of the Pyramid’ given by Prof. C K Phahlad that diverted the whole world’s attention from large corporate to people at the lowest socio-economic level.**

Therefore, this will be the standard book.

#### 7. Reference Books:

Note: Wherever other standard books are not available for the topic, appropriate print and online resources, journals and books published by different authors may be prescribed.

#### 8. List of Journals/Periodicals/Magazines/Newspapers, etc.

## 9. Session Plan:

Session Nos.	Topics to be covered
1-4	<b>The market at the bottom of the pyramid:</b> The power of dominant logic, The nature of BOP market, The market development imperative.
5-7	<b>Products and Services of BOP:</b> A philosophy for developing Products and Services of BOP, Twelve principles of innovation for BOP markets
8-9	<b>BOP: A Global Opportunity:</b> Engaging the BOP, Local growth opportunity
10-11	BOP solutions for developed markets, Lessons from MBC's from BOP markets
12-14	The Cost of Managing, Learning to Live in a Network of relationships.
15-16	<b>The Eco-systems for Wealth Creation:</b> Market oriented wealth creation
17-19	<b>Eco-system</b> for a developing country, learning the sanctity of contracts
20-21	<b>Reducing inequalities</b> in contracts, <b>Building governance capabilities</b> among the poor
22-24	<b>Reducing Corruption:</b> Transaction Governance Capacity: Are the poor poor, Transaction Governance Capacity, Building TGC
25-28	<b>Development as Social Transformation:</b> Breaking down barriers to communication, BOP consumer upgrade, Gaining Access to knowledge, Identity for the individual, Women are critical for development
29-36	<b>Practical:</b> Study of Business Success Stories, especially those serving the bottom of pyramid, prepare a report and/or make a public presentation in the class in presence of promoter or senior manager of a Global Sustainable Enterprise.

## APPENDIX 1:

**For Comprehensive Projects / Global / Country Studies / Summer Internships / Practical Studies / Case Studies etc:**

**List of Sectoral Areas: (Any sector can be added and chosen by the Student):**

1. Family Business
2. Export – Import Policy
3. Import-Export / International Trade
4. Export Procedures & Documentation
5. **WTO and its Impact on Business & Industry\***
6. Retail Sector
7. Pharmaceutical Sector
8. Healthcare Sector
9. Rural Sector
10. Rural Marketing (Marketing the Un-marketed)
11. Cooperative Sector
12. Public Sector / Public Systems / Public Policy
13. Economic Policy
14. International Economic Policy
15. Financial Technologies
16. Financial Services
17. Banking Services
18. Insurance Services
19. Risk Management
20. Technology Management
21. Engineering Sector / Services
22. Construction Sector / Services
23. Special Economic Zone (SEZ)
24. Port Sector / Services
25. Power Sector
26. Electrical Sector
27. Telecom Sector
28. Biotech Sector
29. Nano Technology Sector
30. Information Technology Sector
31. Information Systems Management
32. Diamond, Gems and Jewellery Industry
33. Enterprise Resource Planning (ERP)
34. Supply Chain Management (CSM)
35. Software sector
36. Computer & Hardware Sector



37. Investment Sector / Services
38. Internet Security
39. Advertising / Media Services
40. Fashion Sector
41. Production Sector
42. Environmental Management Sector
43. Petroleum Sector
44. Energy Sector / Energy Management
45. Agribusiness Sector / Management
46. Infrastructure Sector / Management
47. Logistics Management
48. Transportation Management
49. Tourism Sector / Management
50. Entrepreneurship Development
51. Education Sector
52. Aviation sector
53. Shipping sector
54. Food Processing Industry
55. Food Technology
56. Fire & Safety sector
57. Hotel, Restaurant & Catering Sector
58. Entertainment / Amusement
59. Film / Tele Vision sector
60. Any other product, trade, service, industry, business, public, Government and Non-Government (NGO) sector can be chosen by the student with business or employment potential in the region / state / country / Global markets.

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**\*WTO = World Trade Organization, Geneva. This special course is being designed by Mr Vinod Rege and Dr Besant Raj Bhandari, Former Advisor / Director of WTO, based at Geneva.**