**DEPARTMENT OF BUSINESS ADMINISTRATION**

**UNIVERSITY OF LUCKNOW**

**MBA Programme (CBCS) w.e.f. 2017-18**

**Semester -I**

**Generic Core Courses (GC) - 3 Credits each**

GC 101 Principles of Management

GC 102 Global Business Environment

GC 103 Accounting for Business

GC 104 Quantitative Techniques for Business

GC 105 Organisational Behaviour

GC 106 Managerial Economics

**Generic Elective Courses (GE) (Opt any two) - 3 Credits each**

GE 101 Legal Framework for Business

GE 102 IT Skills for Managers

GE 103 Managerial Skills

GE 104 Foreign Language

GE 105 Interdisciplinary elective

**Semester -II**

**Generic Core Courses (GC) - 3 Credits each**

GC 201 Marketing Management

GC 202 Financial Management

GC 203 Human Resource Management

GC 204 Information Systems Management

GC 205 Operations Management

GC 206 Research Methods for Business

**Generic Elective Courses (GE) (Opt any two) - 3 Credits each**

GC 201 Managing for Business Sustainability

GE 202 Decision Sciences

GE 203 E-Business

GE 204 Management of Public Enterprises

GE 205 Interdisciplinary elective

**Semester -III**

**Generic Core Course (GC)**

GC 301 Business Policy and Strategic Analysis - 3 Credits

GC 302 Entrepreneurship and Project Planning – 3 Credits

GC 303 Summer Internship Project (SIP) – 4 Credits

**Generic Elective Course (GE) (Opt any one) – 3 Credits each**

GE 301 Corporate Governance and Ethics

GE 302 Agri-Business Management

GE 303 Innovations and Technology Management

**Specialisation – Marketing**

**Specialisation Subject Core Courses (SC) – 3 Credits each**

SC 311 Integrated Marketing Communication

SC 312 Consumer Behaviour

**Specialisation Subject Elective Courses (SE) (Opt any two) – 2 Credits each**

SE 311 Marketing to Bottom of Pyramid

SE 312 (SE 342) International Marketing

SE 313 (SE 343 / SE 353) E-Marketing and CRM

SE 314 Social Marketing

SE 315 Product and Brand Management

**Specialisation – Finance**

**Specialisation Subject Core Courses (SC) – 3 Credits each**

SC 321 Financial Systems and Institutions

SC 322 Security Analysis and Portfolio Management

**Specialisation Subject Elective Courses (SE) (Opt any two) – 2 Credits each**

SE 321 Banking Services

SE 322 Financial Services

SE 323 Marketing of Financial Services

SE 324 Corporate Tax Planning

SE 325 Advanced Accounting for Managers

**Specialisation – Human Resource**

**Specialisation Subject Core Courses (SC) – 3 Credits each**

SC 331 Organisational Change and Development

SC 332 Industrial and Managerial Psychology

**Specialisation Subject Elective Courses (SE) (Opt any two) – 2 Credits each**

SE 331 Human Resource Training and Development

SE 332 Negotiation and Counselling Skills

SE 333 Compensation Management

SE 334 Industrial Relations and Social Security

**Specialisation – International Business**

**Specialisation Subject Core Courses (SC) – 3 Credits each**

SC 341 International Business Management

SC 342 Export Import Procedures and Documentation

**Specialisation Subject Elective Courses (SE) (Opt any two) – 2 Credits each**

SE 341 Emerging Economies and Markets

SE 342 (SE 312) International Marketing

SE 343 (SE 313 / SE 353) E-Marketing and CRM

SE 344 Global Outsourcing

**Semester -IV**

**Generic Core Course (GC)**

GC 401 Corporate Evaluation and Strategic Implementation - 3 Credits

GC 402 Research Project /Business Plan – 4 Credits

GC 403 Comprehensive Viva Voce – 4 Credits

**Generic Elective Course (GE) (Opt any one) – 3 Credits each**

GE 401 Enterprise Performance Management

GE 402 Management of Family Business

GE 403 Social Entrepreneurship

**Specialisation – Marketing**

**Specialisation Subject Core Courses (SC) – 3 Credits each**

SC 411 (SE 441) Sales and Distribution Management

SC 412 Services and Relationship Marketing

**Specialisation Subject Elective Courses (SE) (Opt any two) – 2 Credits each**

SE 411 Managing Retail Business

SE 412 Industrial Marketing

SE 413 Rural Marketing

SE 414 (SE 454) Supply Chain and Vendor Management

SE 415 Event Management

**Specialisation – Finance**

**Specialisation Subject Core Courses (SC) – 3 Credits each**

SC 421 Working Capital Management

SC 422 Financial Decisions and Analysis

**Specialisation Subject Elective Courses (SE) (Opt any two) – 2 Credits each**

SE 421 Insurance Services

SE 422 (SE 442) International Financial Management

SE 423 Equity Research & Derivatives

SE 424 Business Valuations and Investment Banking

SE 425 Corporate Financial Reporting and Analysis

**Specialisation – Human Resource**

**Specialisation Subject Core Courses (SC) – 3 Credits each**

SC 431 Talent Acquisition and Performance Management

SC 432 Cross Cultural Management

**Specialisation Subject Elective Courses (SE) (Opt any two) – 2 Credits each**

SE 431 Leadership Influence and Power in Organisations

SE 432 Legal Framework for HRM

SE 433 Technology and HRM

SE 434 Human Resource Audit

**Specialisation – International Business**

**Specialisation Subject Core Courses (SC) – 3 Credits each**

SC 441 Management of Global Companies

SC 442 International Logistics Management

**Specialisation Subject Elective Courses (SE) (Opt any two) – 2 Credits each**

SE 441 (SC 411) Sales and Distribution Management

SE 442 (SE 422) International Financial Management

SE 443 International Trade and Geo-politics

SE 444 International Business Strategy

**Semester -I**

**GC 101: PRINCIPLES OF MANAGEMENT**

*(The objective of this course is to understand the various theories, principles and functions of management and their evolution.)*

**UNIT I: Management:** Concept, Nature, Importance; Management Vs. Administration, Management Skills, Levels of Management, Principles of Management, Management Process, Managerial Roles.

**Evolution of Management:** Classical theories-Taylor Scientific Management, Fayol’s Administrative Management, Bureaucracy. Neo classical theories-Hawthorne Experiment and Human relations Approach, System approach, Social System Approach, Decision Theory Approach, Behavior Science Approach, Contingency theory, McKinsey-7-S theory.

**UNIT II: Introduction to Functions of Management Planning:** Nature, Scope, Objectives and Significance of Planning, Types of Planning, Process of Planning, Barriers to Effective Planning, Planning Premises and Forecasting, Key to Planning, Decision Making, Management by Objective.

**Organizing:** Concept, Organization Theories, Organizational Structure, Departmentation, Span of Control, Delegation, Authority & Responsibility, Power, Organizational Design, Centralization, Decentralization.

**UNIT III: Staffing:** Concept,Manpower Planning, Job Design, Recruitment & Selection, Training & Development, Performance Appraisal.

**Directing:**Concept, Direction, Supervision, Motivation, Quality of Life, Work Life Balance, Leadership.

**UNIT IV: Controlling:** Concept, Types of Control, Steps in Control, Operational Control Techniques, Overall control Techniques, Management by Exception.

**Co-ordination:** Essence of management, Coordination Vs. Co-operation, Basic features of Coordination, Need& importance of coordination, Techniques of coordination, Process of coordination, Principles of coordination.

**Suggested Reading:-**

* Stoner, Freeman & Gilbert Jr - Management (Prentice Hall of India, 6thEdition)
* Koontz - Principles of Management (Tata McGraw Hill, Ist Edition 2008)
* Robbins & Coulter - Management (Prentice Hall of India, 8thEdition)
* Robbins S.P. and Decenzo David A. - Fundamentals of Management: EssentialConcepts and Applications (Pearson Education, 5thEdition)
* Weihrich Heinz and Koontz Harold - Management: A Global and Entrepreneurial Perspective (McGraw Hill, 12thEdition 2008)
* L.M. Prasad-Principles and Practices of Management.
* V.S.P.Rao-Management-Text and Cases-Excel Publications
* JOSEPH L.Massie-Essentials of Management. PHI-Delhi

**GC 102 GLOBAL BUSINESS ENVIRONMENT**

*(The course’s aim is to familiarize the students with the aspects of International and National domestic environment.)*

**Unit I:** Concept of Business Environment, Nature and Factors in Business Environment, Role of Planning in a Market Economy, India’s Growth Experience, Performance & Challenges, Unemployment & Employment, Population Change, and Economic Environment, Agricultural Growth, Performance & Policies, Industrial Growth & Policies.

**Unit II:** Economic role of Government; Contemporary Economic Reforms, Role of Industry in Economic Development, Stock Exchange of India, Role of Regulatory Institutions in Indian financial system– RBI and SEBI, Balance of Payment, Poverty and its implications.

**Unit III:** Global Business Environment– Political, Economic, Social, Cultural, Legal, Technological, Theories of International Trade; Adam Smith, Ricardo and Ohlin & Heckscher, Global Monetary System, Indian Economy and GATT, WTO, Regional Economic Integration, European Union.

**Unit IV:** International Financial Markets; Bilateral, Multilateral Agencies, International Banks, International Securities Market, Rise of New Economies like BRICS and ASEAN Countries and Emerging issues, Corporate Social Responsibility; Environmental and Sustainability issues in Development.

**Books Recommended:-**

* Indian Economy: Performance & Policies, 8th Ed.- Uma Kapila, Academic Foundation, New Delhi
* Business Environment- B.N. Ghosh, Oxford University Press
* International Business- Vyuptakesh Sharan
* International Business- P. Subba Rao, Himalaya Publishing House
* Global Business Environments & Strategies- A. Aregbeshola, J. Luiz, K. Ojah, T. Oosthuizen, P. Palmer. P. Venter,
* International Business Environment and Operations- [John D. Daniels](http://www.amazon.in/s/ref%3Ddp_byline_sr_book_1?ie=UTF8&field-author=John+D.+Daniels&search-alias=stripbooks), Pearson Education, Twelfth edition (2010)

**GC 103 ACCOUNTING FOR BUSINESS**

*(The basic purpose of this course is to develop an insight of postulates, principles and techniques of accounting and utilization of financial and accounting information for planning decision-making and control*.)

**Unit I:** Introduction to Accounting -Basic Concepts, Purpose, Importance, Scope and Limitations of Accounting Users of Accounting, Information, Generally Accepted Accounting Principles (GAAP), Characteristics of Accounting Information, Accounting Standards (AS), International Financial Reporting Standards (IFRS) –need and significance.

**Unit II:** Financial Statements Preparation and Analysis- Preparation of Income Statements and Balance Sheet, Contents of Corporate Annual Reports, Financial Statement Analysis – Ratio Analysis, Funds Flow and Cash Flow Statements.

**Unit III:** Costing Techniques- Introduction to Costs and Costs Behaviour, Absorption and marginal costing, Applications of marginal costing techniques for managerial decision making.

**Unit IV:** Accounting for Planning and Control- Budgets and Budgetary Control, Various Types of Operating Budgets, and Financial Budgets, Flexible Budgeting, Rolling Budget and Zero Based Budgeting Variance Analysis, Management Control System and Responsibility Accounting.

**Books recommended:-**

* Management Accounting –Charles Horngren
* Management Accounting- Khan and Jain, Tata Mc. Graw Hills
* Management Accounting- Ananthanrayanan, P.S. Oxford Publication
* Financial Accounting - Larson

**GC 104 QUANTITATIVE TECHNIQUES FOR BUSINESS**

*(The objective of the course is to make the students familiar with quantitative techniques. The main focus, however, is in their applications in business decision-making.)*

**Unit-I:** Statistics – Definition, Importance and Scope in Managerial Decision Making, Collection of Data- Primary Data and Secondary Data, presentation of Data- Classification and Tabulation of Data, Pie Diagrams, Histograms, Application of Diagrams and Graphs, Measures of Central Tendency- Arithmetic Mean, Median and Mode.

**Unit-II:** Measures of Variation Concepts- Range, Quartile Deviation, Mean Deviation, Standard Deviation, Coefficient of Variation. Probability Theory- Basic rules of Probability, Addition, Multiplication and Bayer’s Theorem.

**Unit-III**: Correlation and Regression, Concept, Scatter Diagram, Coefficient of Correlation – Karl Pearson’s and Spearman’s Rank Correlation, Regression Analysis- Regression Lines and Regression Coefficient, Probability, Distribution– Binomial and Normal.

**Unit-IV:** Matrix Algebra-basic operations: Addition, Subtraction and Multiplication; Transpose of a Matrix, Identity Matrix, Matrix of Cofactors, Inverse of a Matrix, Solution of a system of equation by using Matrices and Simple Business Application.

**Suggested Reading:-**

* Statistics for Manager -Levin, Rubin, Rastogi & Siddiqui, Pearson
* Fundamentals of Statistics- S.C. Gupta, Himalaya
* Business Mathematics – S.R. Arora, Kavita Gupta, Taxmann’s

**GC 105 ORGANISATIONAL BEHAVIOUR**

*(The objective of this paper is to help the students understand how individuals, groups and structure interact to influence behaviour of people working in an organization)*

**Unit I:** Introduction to OB: Meaning and Nature of Organisational Behaviour, OB as an Interdisciplinary Subject, Significance for Managers, OB as an Open System, Robbin’sModel of OB, Changing Context. Perception: Meaning, Significance of Perception for Understanding Human Behaviour, Factors Influencing Perception, Attribution Theory.

Attitude: Meaning, Concept, Significance of attitude for Understanding Human Behaviour, Values and attitude, Attitude formation, Measurement of Attitude, Cognitive Dissonance theory, Attitude Change.

**Unit II:** Learning: Concept, Learning Theories: Classical, Operant, Social, Learning, OB, Modification, Steps in OB Modification Process. Motivation: Motivation and Goal Directed Nature of Human Behaviour, Process, Theories of Motivation, Maslow’s Need Hierarchy, Herzberg’s Two Factor Theory, Vroom’s Expectancy Theory, Theory X,Y and Z, Work Redesign for Creating Motivating Job, Applications of Motivation.

**Unit III:** Meaning, Functions and Types of Group, Reasons for Joining Group, Stages of Group Development, Characteristics, Advantages, and Disadvantages of Informal Groups. Concept of Group Dynamics, Group Norms, Group Cohesiveness, Group Shift and Group Decision Making Techniques, Conflict, Dysfunctional Groups, Groups vs. Team, Types of Team. Ingredients for Effective Team Building Process – Skills useful in Team Building, Self-Managing Teams.

**Unit IV:** Concept of Leadership, Fiedler’s Contingency Model, Hershey and Blanchard’s Model, Transactional and Transformation Leadership. Organizational Conflict: Reasons, Consequences and Handling. Organisational Culture: Concept, Forming, Sustaining and Changing a Culture, OCTAPACE Model, Hofstede Model, Organisational Change: Forces of Change, Resistance to Change, Change Model-Lewin’s model.

Case Studies: Some cases of real business world to supplement learning from the course.

***Suggested Readings:-***

* Robbins, Judge, and Vohra (2013). Organizational Behavior. Prentice Hall Inc.
* Fred, Luthans Organisational Behavior. UK: McGraw Hill.
* G, Moorhead.,& Griffith. (2007). Organizational Behavior. Houghton Muffin Co.
* Davis, Keith. (1989). OB: Human Behaviour at Work. McGraw Hill Inc.
* Rao,V.S.P., &Narayana ,P. S. Organisation Theory and Behaviour. Konark publications

**GC 106 MANAGERIAL ECONOMICS**

*(The objective of this course is to acquaint the participants with concept and techniques used in Micro-Economic Theory and to enable them to apply this knowledge in business decision-making. Emphasis is given to changes in the nature of business firms in the context of globalization*.)

**Unit-I:** Nature and Scope of Managerial Economics, Demand-Supply Framework, Elasticity types and applications, Demand Forecasting, Theories of Firms and Decision Rules, Marginal Analysis and Optimisation.

**Unit-II:** Analysis of Production Function, Theory of Cost, Law of Variable Proportion, Laws of Returns to Scale, Economies of Scope, Optimal Combination of Inputs, Information Economics and Firms Decisions, Transfer of Technology and Technology Management, Environmental Economics, Innovation and Innovation Dynamics at firm level.

**Unit-III:** Market Structures and Strategic Behaviour of Firms, Pricing and out-put strategies in different Market Structures, Pricing and Product Life Cycle, Price Decay Function, Pricing for Interdependent and Complementary Goods, Joint Products Pricing, Price Discrimination, Contract Pricing, Game Theory and Nash Equilibrium.

**Unit-IV:** Free Market Economy, Government Regulation and Control, Market Failure and its Implications, National Income Analysis, Theories of Inflation and Deflation, Theories of Business Cycles and Stabilisation Policies, Monetary Policy- Objectives, Instruments and Limitations, Fiscal Policy and the Budget.

**Suggested Reading:-**

* Thomas and Maurice, Managerial Economics,8th Edition, McGraw-Hill
* Salvatore and Rastogi, Managerial Economics,8th Edition, Oxford University Press
* A Koutsoyiannis, Modern Microeconomics, 2nd Edition, MacMillan Press Ltd
* G S Gupta, Managerial Economics, Tata McGrawHill
* Circulars and Reports, Reserve Bank of India website
* Economic Survey, Ministry of Finance, GOI

**Generic Elective Courses (GE) (Opt any two) - 3 Credits each**

**GE 101 LEGAL FRAMEWORK FOR BUSINESS**

**Unit I:** - Nature and Scope of Business Legislations, Indian contract Act 1872: Offer, Acceptance, Consideration, Agreement, Contract. Coercion, Undue influence, Fraud, Misrepresentation, Mistake, Indemnity, Bailment, Guarantee, Agency, Sales of Goods Act 1930:Information of Contract of Sale, Formalities of the Contract, Subject Matter, Price, Condition and Warranties, Duties of Seller and Buyer, Right of unpaid seller, Suit for Breach.

**Unit II:-** Indian Partnership Act: Essential elements, Kinds of Partnership, Rights of Partners, Rights of Partners, Incoming and Outgoing partners and their Liability, Retirement, Expulsion, Insolvency, Death of partners, Registration of firms, Dissolution of firms, Negotiable Instruments Act 1881: Definition, Notes, Bills and Cheques, Dishonour of Negotiable Instruments.

**Unit III:-** Consumer Protection Act 1986: Overview, Right of Consumers, Redressal Mechanisms, Information Technology Act 2006: Overview, Scope and applicability, Electronic Records as Evidence, Digital Signature.

**Unit IV:-** Companies Act: Basic Concepts, Amendments, Evolution, Classification, Memorandum of Association, Articles of Association, Amendments.

**Suggested Reading:-**

* Kuchhal M C, Corporate Laws, Shri Mahaveer Book Depot, New Delhi.
* Sharma, J.P., An Easy Approach to Corporate Laws, Ane Books Pvt. Ltd., New Delhi
* Companies Act and Corporate Laws, Bharat Law House Pvt Ltd, New Delhi.

**GE 102 IT SKILLS FOR MANAGERS**

(This course has been designed to impart basic IT skills required for a business executive)

**Unit I:** Computer Systems -An Introduction, Elements of a Computer System, Input, Output and storage devices. Processing and CPUs. Operating system – Basics, functions and types., Text processing software: creating, formatting and processing of text.

**Unit II:** Concepts of Networking and Data Communication. Basics and Features of Internet. Methods of Accessing the Internet, Presentation software: Creating, formatting and presenting.

**Unit III:** Handling Graphics and Multimedia, Spreadsheet Software: Creating and using Spreadsheets, Formulas, Functions and Graphics.

**Unit IV:** Concepts of Database and Database Management System, Creating and Querying a Database. Generating Reports.

**Recommended Books:**

* Introduction to computers by Peter Norton (Tata Mcgraw Hill)
* Introduction to computers by Leon (Vikas Publishing)

**GE 103 MANAGERIAL SKILLS**

**(**The focus of this course content is to develop student understanding of the skills for an effective manager. It gives them an opportunity to assess and build their skills at personal, interpersonal, and group level; and prepares them in business communication.)

**Unit-l**: Personal Skills

Developing Self-awareness: Johari Window, dimensions of self-awareness- emotional intelligence, personal values, cognitive style, orientation toward, orientation toward change, core self-evaluation, understanding individual differences, improving self-awareness through self-disclosure; Emotions and moods; Spiritual intelligence

Personality trait theories, individual personality and workplace- person job fit, person organization fit; Managing Personal Stress: Elements of stress, reactions to stress, coping with stress, managing stress, developing resiliency, stress reduction techniques; Time management skills; Analytical Problem Solving, problem solving and creativity.

**Unit- ll:** Interpersonal Skills

Building positive interpersonal relationships, transactional analysis, importance of effective communication, supportive communication, coaching and counseling; Cross cultural sensitivity; Power politics in management, influence strategies, assertive action; Increasing motivation and performance; Interpersonal conflict management, type and source of conflict, conflict management approach; Collaborative problem solving; Negotiation skills.

**Unit-Ill:** Group Skills

Empowering and Delegating: Dimensions of empowerment, developing empowerment, delegating work, advantages of empowered delegation; Developing teams and teamwork; building effective teams; Consensus building; Leadership approaches, Lean leadership; Developing Competency framework.

**Unit-IV:** Business Communication

Nature of Business Communication, process of Communication, barriers to effective communication, verbal and non-verbal communication; Listening skills; Writing applications, Curriculum Vitae, business letters, business reports, essentials of effective presentations; Interview and Meetings.

**Note:** ***Class discussions to be supported by assessment of skill areas and activities.***

**Recommended Books:**

* McGrath, E. H., Basic Managerial Skills for All, PHI, 9th Edition
* Michael Armstrong, How to be an even better Manager, Kogan Page,
* Alan Anderson, Management: Take Change of your Team, Paper Back,
* Dr. K. Alex, Managerial Skills, S. Chand and Company Pvt. Ltd. 2013
* Robbins., Judge, and Vohra (2013). Organizational Behavior. Prentice hall Inc.
* Fred, Luthans, Organisational Behavior. UK: McGraw Hill.
* Cook, and Hunsaker, Management and Organization Behaviour, McGraw-Hill.
* Lesikar R. V. and Pettit Jr J. D. (2002). Business Communication: Theory and Application, Tata McGraw-Hill
* Chaturvedi P.D. & Chaturvedi Mukesh (2012).Business Communication, Pearson Education
* Daniel, Quinn Mills, The New Competitors: Report on American Managers, John Wiley & Sons

**GE 104 Foreign Language**

**GE 105 Interdisciplinary elective**

**Semester -II**

**Generic Core Courses (GC) - 3 Credits each**

### **GC 201: MARKETING MANAGEMENT**

### **Unit I**: Meaning and Scope of Marketing, Company Orientation towards the Marketplace, Concept of Value, Value Creation and Delivery, Marketing Plan and Strategy, Ansoff Market Expansion Grid, BCG Matrix, Porter’s Generic Strategy, Environmental Variables of Marketing.

**Unit II:** Demand Forecasting, Market Segmentation, Bases for Segmentation, Market Targeting, Developing and Communicating Positioning Strategy, Consumer and Business Markets, Product Classification, Product life cycle – stages and strategies, Product Differentiation.

**Unit III:** Dealing with Competition, Developing Pricing Strategies and Programs, Adapting the Price, Pricing techniques for Promotion, Responding to Price Changes, Role of Marketing Channels, Channel levels, Chanel Design Decision.

**Unit IV:** Integrated Marketing Communication, Macro Models of Communication, Micro Models of Consumer Response, Communication Objectives, Personal and Non-Personal Communication Channels, Characteristics of Marketing Communication Mix, Meaning of New-Product, Idea Generation, Screening, Concept Development and Testing, Product Development, Market testing, Consumer Adoption process, Marketing Control, Green Marketing.

### **Suggested Reading:-**

* Marketing Management –South Asian Perspective by Philip Kotler, Kevin Lane Keller, Pearson
* Marketing Management Global Perspective Indian Context by V.S. Ramaswamy & S Namakumari, McMillan India Ltd
* Marketing Management Text & Cases by Dr. C.B. Gupta & Dr. Rajan Nair, S. Chand & Sons
* Marketing Management by Debraj Dutta & Mahua Dutta, Vrinda Publication Pvt. Ltd.

### **GC 202: FINANCIAL MANAGEMENT**

***Objectives****:- The purpose of this course is to acquaint the students with the broad framework of financial decision making in a business unit.*

**Unit I:** Nature of Financial Management: Scope and objectives of finance, role and functions of finance manager, risk-return trade off, shareholders’ wealth maximization, agency problem, General awareness of financial environment-financial instruments, regulation and markets.

**Unit II**: Investment Decisions: Analysis of Capital budgeting decisions, application of discounted and non-discounted techniques in capital budgeting, time value of money, capital rationing, risk analysis in capital budgeting.

**Unit III**: Financing Decisions: Cost of Capital and & Dividend Decision: Optimum capital structure, financial and operating leverages, sources of long Term Finance, cost of capital-components’ costs and Combined Cost (WACC), capital structure theories, dividend theories, dividend policy.

**Unit IV**: Working Capital Management: Principles of working capital management, Accounts Receivable management, Inventory management and Cash management, factors influencing working capital requirement, computation of working capital required in business firm.

**Suggested Reading:-**

* Principles of Managerial Finance by Lawrence J. Gitman, Pearson
* Financial Management and Policy by Van Horne, Dhamija, Pearson
* Fundamentals of Financial Management by Dr. R.P. Rastogi, Taxman’s
* Financial Management by Ravi M Kishore, Taxman’s

### **GC 203: HUMAN RESOURCE MANAGEMENT**

**Objective:** To develop student competency on theories and practices dealing with factors influencing people at workplace. It teaches the basic techniques of how an organization acquires rewards, motivates and manages its people effectively.

**Unit 1:** Introduction to Human Resource Management (HRM), Evolution of HRM, Trends shaping HRM, Strategic Human Resource Management-an outline, HRM Model, Line and Staff aspects of HRM, Impact of HRM on Performance

Concept and Types of Employment Relationship, Psychological Contract

**Unit 2:** Job Analysis- process and methods, Job Description, Job Specification, Human Resource Planning and Forecasting, Employee Recruitment- Sources, Application Forms, Employee Selection- Types of Tests, Management Assessment Centers, Types of Interviews, Placement

Concept of Performance Management and Appraisal, Techniques for Appraising Performance, Appraisal related Problems, Appraisal Interview, Succession Planning

**Unit 3:** Employee Orientation- Purpose, Process, Training Process- Analyzing the training need & designing the training program, implementation and evaluation of training program, Management Development Programs, Employer Life-cycle Career Management- Promotion, Transfers, Retirements, Career Planning, Talent Management

**Unit 4:** Factors in determining pay rates, Process of establishing Pay rates- Salary survey, Job Evaluation, Pricing Managerial and Professional Jobs, Competency-Based Pay, Variable Pay, Employee Incentives, Benefits

Industrial Relations- concept and scope

***Suggested Readings***

* Dessler, G., & Varkkey, B. (2011). Human Resource Management: Dorling Kindersley (India) Pvt. *Ltd, New Delhi*.
* Armstrong, M. (1999). Human resource management practice. *London: KoganPage*.
* Aswathappa, K. (2005). *Human resource and personnel management*. Tata McGraw-Hill Education.
* Rao, P. S., & Rao, V. S. P. (2009). *Personnel and Human Resource Management*. Himalaya Pub.House.
* Patnaik, B. (2005). Human Resource Management.Prentice Hall of India, New Delhi.

**GC 204: INFORMATION SYSTEMS MANAGEMENT**

**Unit I:** Information Systems: Concept & Technologies, Role of information Systems in Business and Influence of Information Systems in Transforming Businesses. Strategic roles of Information Systems. Behavioural, Technical and Socio-technical approaches. Enhancing Business Processes through Information Systems. Types of Business Information Systems. TPS, MIS, DSS and EIS. Organising the Information Systems function in Business.

**Unit II**: Using Information Systems to Achieve Competitive Advantage: Porter’s Competitive Forces Model and The Business Value Chain Model. Aligning Information Systems with Business.

Security and Control of Information Systems. Ethical and Social issues of Information Systems.

**Unit III**: Functional Information Systems: Marketing, Human Resource, Financial and Operational Information Systems.Cross Functional Information Systems, Enterprise Systems. Supply Chain Management Systems. Customer Relationship Management Systems. Business Value of Enterprise applications and challenges in Implementing. E-Commerce: Fundamentals and Concepts: Digital Markets and Digital Goods. Types of E-commerce and E-commerce Business Models. B2B E-Commerce: New Efficiencies and Relationships. Concept of Mobile E-Commerce.

**Unit IV**: Knowledge: Concepts and Dimensions, Knowledge Management Systems, Content Management Systems, Collaboration Tools and Learning Management Systems, Knowledge Work Systems.

Decision Making and Information Systems: Types of Decisions and the Decision Making Process, Business Value of Improved Decision Making. Decision Support for Operational, Middle and Senior Management. Balanced Scorecard and Enterprise Performance Management Methods. DSS Models.

Implementing Information Systems as Planned Organisational Change. Business Process Reengineering. Systems Analysis and Systems Design. Modeling and Designing Systems: Structured and Object-Oriented Methodologies, Traditional Systems Life Cycle, Prototyping, End-User Development, Application Software Packages and Outsourcing. Implementing Information Systems.

**Suggested Reading:-**

* Laudon & Laudon: Management Information Systems, Pearson
* James A. O’Brien, Marakas & Behl: Management Information Systems, Mc Graw Hill
* Rainer, Prince & Watson: Management Information Systems, Willey India
* Sadagopan: Management Information Systems, PHI Learning
* Davis & Olson: Management Infromation Systems, Mc Graw Hill

**GC 205 OPERATIONS MANAGEMENT**

*The objective of this subject is to introduce the students with the intricacies of Operations Management. The course discusses the important planning, organizing and controlling aspects of Operations Management. It also elaborates on the significance of Quality Management in the organization.*

**UNIT I**

**Introduction to Operations Management -** Historical Evolution; Strategic role of Operations; Systems view of Operations Management; Functions of Operations manager; Recent Trends.

**Planning (Designing) the Conversion System** – Designing Products; Services and Processes; FMS; Facility Location Planning; Layout Planning.

**UNIT II**

**Organizing the Conversion System** – Job Design; Work Study; Work Measurement; Method Study; Financial Analysis of Operating Plans; Ergonomics.

**Scheduling Production Systems** – Master Scheduling; Aggregate Planning; Rough Cut Capacity Planning; Gantt Charts and Sequencing.

**UNIT III**

**Controlling the Conversion System** – Fundamentals of Inventory Management; Inventory Control Techniques; Material Requirement Planning (MRP); Manufacturing Resource Planning (MRP II); Enterprise Resource Planning; Project Management – PERT/CPM.

**UNIT IV**

**Quality Control and Management** – Introduction, TQM, Contributions of Quality Gurus - Demings, Juran, Philip Crossby, Ishikawa; Techniques of Quality Control, ISO 9000 & ISO 14000; Statistical Process Control; Quality Circles; Kaizen; Six Sigma Approach; 7 QC tools; TPM; Lean Production System - JIT – KANBAN, Service Quality and Service Quality Management

**Suggested Readings**

* Adam Jr Everetl E. & Ebert R J – Production and Operations Management (Prentice-Hall, 2003, 5th Edition)
* Dilworth James B – Operations Management (Mc Graw Hill)
* Heizer and Render – Operations Management (Prentice Hall, 10th edition)
* Ashwathappa K & Bhat K. Shridhara - Production & operation Management (Himalaya Publication)

**GC 206 RESEARCH METHODS FOR BUSINESS**

**Unit I:** Nature and Scope of Research Methodology, Research Process, Research Design – Exploratory, Explanatory & Descriptive Research Design, Hypothesis formulation.

**Unit II:** Variables and Constructs, Measurement and Scaling: Comparative and Non-Comparative Scaling Techniques, Questionnaire design, Sampling Design and Procedure, Data Collection, Data Preparation.

**Unit III:** Uni-variate and Bi-variate Analysis: Parametric and Non-parametric Tests, Multivariate data Analysis, Multiple Regression. Use of Statistical Software Packages.

**Unit IV:** Introduction to Qualitative Analysis: Process, Data Collection, Data Analysis, and Interpretation.

Report Preparation and Presentation.

**Suggested Reading:-**

* Marketing Research on Orientation – N.K. Malhotra, Pearson
* Business Research Methods – Bajpai, Pearson

**Generic Elective Courses (GE) (Opt any two) - 3 Credits each**

**GC 201 MANAGING FOR BUSINESS SUSTAINABILITY**

**Unit I**: Sustainability: Meaning and Scope, Corporate Social Responsibility and Corporate Sustainability, Sustainability Development: Terminologies and Meanings, Issues and opportunities for business in socially and environmentally sensitive world.

**Unit II:** Models of sustainable Development, Triple Bottom Line (TBL), Bottom of the pyramid opportunities, Creating firm capabilities through Social and environmental management tools, technologies and system concepts, Sustainability Case Studies.

**Unit III:** Environmental Managements Systems, Environmental Audit, ISO 14001, ISO 26000, Environmental Impact Assessment, Life Cycle Analysis, Social Impact Assessment, Understanding ecological "footprint": Eco-tracking, Advancement in Rio+20, Corporate Sustainability Forum, De-globalisation, Geo-politics.

**Unit IV**: Corporate Sustainability Reporting Frameworks: Global Reporting Initiative (GRI) guidelines, UN Global Compact, Principles of Responsible Investment (PRI), CDP, National Voluntary Guidelines (NVGs) on Social, Environmental and Economic Responsibilities of Business, Sustainability Indices, Challenges in Mainstreaming Sustainability Reporting, Sustainability Reporting Case Studies.

**Reference books:**

* Managing the Business Case of Sustainability: The Integration on Social, Environmental and Economic Performances by Von [Stefan Schaltegger](https://www.amazon.de/s/ref%3Ddp_byline_sr_book_1?ie=UTF8&text=Stefan+Schaltegger&search-alias=books-de-intl-us&field-author=Stefan+Schaltegger&sort=relevancerank), Greenleaf Publishing, ISBN-13: 978-1874719953
* Handbook of Corporate Sustainability Frameworks, Strategies and Tools by M.A. Quaddus, Edward Elgar Publishing
* Corporate Sustainability Management: The Art and Science of Managing Non-Financial Performance by  [Mark W. McElroy](http://www.amazon.in/Mark-W.-McElroy/e/B001HMKEZQ/ref%3Ddp_byline_cont_book_1), Routledge
* Sustainability Reporting: Managing for Wealth and Corporate Health  by Gwendolen B. White, Business expert press by Mark W. McElroy, Routledge 2011
* Handbook Of Sustainability Management by [Christian N. Madu](https://www.amazon.com/s/ref%3Ddp_byline_sr_book_1?ie=UTF8&text=Christian+N.+Madu&search-alias=books&field-author=Christian+N.+Madu&sort=relevancerank), World Scientific Publishing Company 2012
* Environmental Management, N K Oberoi, Excel Books

**GE 202 DECISION SCIENCES**

**Unit I:** Linear Programming – Simplex Algorithm (Minimization Case) – The Big-M method. Types of Linear Programming solutions – Multiple optimal solutions, Unbounded solution, Infeasible solution.

Duality in Linear Programming – Formulation of the Dual Problem. Economic interpretation of the dual. Sensitivity Analysis- Changes in the profit (or Cost) coefficient of variables in the objective function, changes in availability of the resources.

**Unit II:** Transportation Problem- Linear Programming formulation of the transportation problem. North-West corner Dule, Least Cost Method, Vogel’s, Approximation Method. The MODI Method, Variations in Transportation problem- Unbalanced supply and Demand, Degeneracy. Assignment Problem – Hungarian Method Variations of the assignment problem.

**Unit III:** Theory of Games: Two-Person Zero-Sum games, Pure strategies – Games with saddle point, Mixed Strategies- Games without saddle point. Dominance, Queuing Theory- Characteristics of queuing system. Sequencing Problem.

**Unit IV:** Integer Linear Programming – Types of integer programming problems, the concept of a cutting plane, Gomory’s All integer cutting Plane Method. Application of Zero-one Integer programming – capital Budgeting Problem, Fixed charge Problem., Project Management - PERT and CPM, Types of projects, Network diagrams, critical path.

**Suggested Reading:-**

* Wayne L Winston, Operations Research, Cengage
* H A Taha, Operation Research, 8th Edition, McGrawHill

**GE 203 E-BUSINESS**

**Unit I:** Electronic Business-Understanding New Internet Economy and Business: Introduction, Transition from Traditional Business to E-Business, E-Business & E-Commerce, Features of E-Business Technology, Business Environment

E-Business Models: Evolution of E-Business, EDI, EFT, E-Business Models, E-Business Model Design, IT Infrastructure Requirements of E-Business Models

E-Business Competitive and Business Strategy: Competitive Advantage and Competitive Strategy, Role of E-Business and E-Commerce in Building Competitive Advantage, Role of Technology in Building Competitive Advantage, E-Business and Sustainable Competitive Advantage

Value Creation and Business Strategies in E-age: E-Business conceptualization and trends, Value drivers of E-Business, E-Business Strategies and Strategic Challenges, E-Business Pre-transformational and Post-transformational Strategies

**Unit II:** Creating E-Business Plan: Elements of E-Business Plan, Phases of E-Business Plan: Opportunity Analysis, E-Marketing and Sales Strategies, Product and Pricing Strategies, Budgeting and costing of E-Business, Management and the Team, Portal Development, Expansion/ Exit Strategy

Design and Development of a Business Website: Issues Involved in Designing a Web site, Steps involved in Website Development, E-Business and website development, Security Issues Involved in Websites

Building and Launching E-Business: E-Business Launching considerations: Infrastructure-Technical/Office Provisions, Domain Name, Licensing, Funding E-Business, Internet Merchant Account, Hiring Employees, Change Management in E-Business

**Unit III:** E-Market: Electronic Market, Contextual E-Marketing, Strategic E-Marketing, Internet Advertising, Ebusiness Advertising, Emarket Success Factors

Back End System: Back end system support requirements, Internet technology, Network and System Administration

E-Business Applications: Characteristics and classifications of EBusiness Applications, Project Planning Approach in E-Business, Change Management of eapplications

Online Payment Systems: Traditional payment methods, online payment systems, Online payment methods

**Unit IV:** Security and Reliability of E-business: Ebusiness security policy, dimensions of Ebusiness security, Risks Assessment, Risk analysis

Business Intelligence for Strategic E-business: Knowledge management platform, knowledge management in IT companies, Business and Intelligence. Intellectual Property Rights.

Evaluation and Audit of E-business: Auditing an Ebusiness, verification of software and services, ebusiness balanced scorecard

Future of E-Business: Enterprise ebusiness, New technologies, Challenges and new trends, Ethical and Regulatory Issues

**References:**

* E-Business, Parag Kulkarni, Sunita Jahirabadkar & Pradip Chande, Oxford University Press.
* e-business and e-commerce management strategy, implementation and practice fifth edition by Dave Chaffey, Pearson publication.

**GE 204 MANAGEMENT OF PUBLIC ENTERPRISES**

***Course Objectives****: The objective of this course is to develop a holistic understanding of public enterprises and the various dimensions associated with it in today’s perspective.*

**Unit- I:** Concept of Public Enterprise, Understanding Public Ownership and Business Enterprise, Classification of Public Enterprises, Environment of Public Enterprises, Nature of Public Accountability, Extent of Public Enterprises, Main Heads of Public Sector Outlay, Share of Public and Private Sectors in Domestic Savings, PE among Indian Corporates.

**Unit- II:** Basic objectives of Public Enterprises, Brief Review on Nationalization, Organizational Patterns at Micro Level, Public Corporations, Statutory Corporations, Characteristics of Public Corporation, The Government Company, Features of Government Companies, Advantages and Disadvantages of Company Form., Public Corporation Vis-à-vis Government Company, Departmental Form of Organization, Semi Autonomous Enterprises, Central Boards, Cooperative Society.

**Unit – III:** Organizational Patterns at Macro Level, Apex or Multi Company, The Sector Corporation, The Holding Company, Multipurpose Corporation, Ministry of Public Enterprises, Loss making Public Enterprises, Profit making Public Enterprises.

**Unit – IV:** Board of Directors, Constitution of Board of Directors, Types of Board, Functions of Board, P.E. Selection Board, Functions and Constitution and Working of P. E. Selection Boards, Functional and Government Directors, Professionals on Board of Ratna Public Enterprises, Total Factor Productivity, Levels of Evaluation of Efficiency, Efficiency Indices, Difficulty in Accessing the Efficiency Profitability, Group wise Profitability, Revival and Restructuring of Sick/Loss Making Enterprises, Board for Reconstruction of Public Sector Enterprises.

**Suggested Readings:**

* Public Enterprise Management and Privatisation, Laxmi Narayan, S. Chand Books.
* Public Enterprise Management, B.P. Mathur, Macmillan Books

**GE 205 INTERDISCIPLINARY ELECTIVE**

**Semester -III**

**Generic Core Course (GC)**

**GC 301 BUSINESS POLICY AND STRATEGIC ANALYSIS - 3 Credits**

***Objectives****: The objective of this course is to develop a holistic perspective of enterprise, critical from the point of view of the top management*.

**UNIT I:** Business Policy as a Field of Study: Nature, importance, purpose and objectives of Business Policy, Strategic Management Process, Strategists and their Role in Strategic Management, Hierarchy of Strategic Internet: Vision, Mission, Goals and Objectives, Business Definition

**UNIT II**: Environmental Appraisal: Environmental Scanning, Appraising the Environment, Organizational Appraisal: Organisational Capability Factors, Considerations in Organisational Appraisal, Methods and Techniques used for Organisational Appraisal, Structuring Organisational Appraisal.

**UNIT III:** Company level strategies: Grand, Stability, Expansion, Retrenchment and Combination Strategies, Business Level strategy: Cost, Differentiation, Focus, Organisational perquisites for implementing chosen business strategy, Implications for strategic alignment, Tailoring strategy to fit specific industry and company situation.

**UNIT IV:** Strategic Analysis and Choice: Business Portfolio, Portfolio balance, choice, Construction and analysis of business portfolio, Strategic imperatives of portfolio choice, Competitive advantage: Sources, drivers and routes to Competitive advantage, Strategies for entering new business, Choosing a diversification path-related Vs unrelated business, Strategies for managing a group of business, Corporate Restructuring.

***Suggested books:***

* *Crafting and Executing Strategy, Thompson, Arthur A, Strickland, A. J and Gamble, John, 2008, McGraw Hill/Irwin*
* *Strategic Management, Dess, Gregory G, and Miller, Alex, 1993, McGraw Hill*
* *Strategic Management, Kachru, Upendra, 2005, Excel Books*
* *Business Policy and Strategic Management, Kazmi, Azhar, 2008, Tata McGraw Hill*

**GC 302 ENTREPRENEURSHIP AND PROJECT PLANNING – 3 Credits**

***Course Objective:*** *The course is designed as a broad overview of entrepreneurship, including identifying a winning business opportunity, gathering funding for and launching a business, growing the organization and harvesting the rewards. It is an integrative course—one that combines material introduced to the students in core courses and applies it to the design and implementation of new ventures. The students are expected to have completed courses in Management Principles, Marketing, HRM, Productions & Operations, Economics, Accounting & Finance.*

**Unit I:** Entrepreneurship: Meaning and objective. Entrepreneurship and its role in Economic Development. Entrepreneurship, an emerging trend in the Knowledge Economy. Entrepreneurial Traits and Mindset. Misconceptions and Myths about Entrepreneurship. Motivation for becoming an Entrepreneur. Entrepreneurship as a Career Option. Entrepreneurial Leadership.

**Unit II:** Creativity, Innovation and Entrepreneurship. Bottlenecks to Creativity. Sources of New Ideas, Techniques for generating Ideas. Accessing Business Potential of an Idea. Idea to Opportunity: Sources of Opportunity, Opportunity Recognition. Types of New Ventures, Tax implications of various forms of Ventures. Procedures for setting up a Business in India. Entrepreneurship and Intellectual Property Rights (IPR): Patents, Trademarks and Copyrights.

**Unit III:** Business Plan: Purpose and Contents of a Business Plan.Marketing Plan: Need for Marketing Research, Industry Analysis, Competitor Analysis, Market Segmentation, Target Markets, Market Positioning, Marketing Mix, Marketing Plan and Market Strategy. Operation and Production Plan: Product Design and Specifications, Types of Production Systems, Location and Layout Decisions, Plant and Technology Choices, Production Planning and Commercialization. Organisation Plan: Team Building for the New Venture, Designing Organisational Structure and Systems. Financial Plan: Assumptions underlying the Financial Statements. Budgeting. Preparation of projected Funds Flow and Cash Flow Statement, Profit and Loss Accounts / Income Statement and Balance Sheet. Key Financial Indicators: Break-Even Analysis, Ratio Analysis, Valuation Methods, Sensitivity analysis.

**Unit IV:** Financing of New Ventures: Stages of Financing, Sources of Finance – Seed Funding, Venture Capital Funding, Bank Funding, Lease Financing. Funding opportunities and Institutional Support in India for New Ventures. Launching a New Venture: Preparing Implementation Plan, Raising Resources, Leveraging Intellectual property, Building a Winning Team, Motivating and Inspiring the Team Members, Monitoring the Technological Trends, Pilot Testing, Understanding Markets, Market Strategies and Positioning, Managing Cash and Liquidity, Record Keeping, Performing Due Diligence. Managing Growth: Managerial Issues and Growth Strategies for New Ventures. Revival and Exit: Turnaround Strategies, Liquidation and Exit Strategies for Entrepreneurs.

**Reference Books:**

* Arya Kumar, Entrepreneurship, Pearson, Delhi.
* Poornima M.CH., Entrepreneurship Development –Small Business Enterprises, Pearson, Delhi.
* Anil Kumar, S., ET.al., Entrepreneurship Development, New Age International Publishers, New Delhi.
* A.Sahay, M. S. Chhikara, New Vistas of Entrepreneurship: Challenges &Opportunities.

**GC 303 Summer Internship Project (SIP)** – 4 Credits

**Generic Elective Course (GE) (Opt any one) – 3 Credits each**

**GE 301 CORPORATE GOVERNANCE AND ETHICS**

**Unit I:** Definition & ontology of Ethics, Belief, values & virtues, Theories of Ethics, Ethics and Market structures, Ethics and Governance, Law, Bureaucracy & Globalization, Environmental Ethics, Indian Ethics & Gandhian Ethics

**Unit II:** Business Ethics in Management, Occurrence codes Dilemmas & Dialectics, Ethical issue in functionalize of Management, Organisation gesture and human values, Professional Ethics & Human values, Business Ethics –cross country perspective, Ethical Dilemmas in Business

**Unit III:** Corporate Governance – Distinction between corporate work and corporate, Governance, Nature, characteristics and purpose of corporate Governance, Theories of corporate Governance, Mechanism of corporate Governance, Principle of corporate Governance, Corporate Governance codes & Practices, Structure & Process of corporate Governance, Shareholders Right & Protection, Disclose requirements, Why Corporats overlook Ethics, Principal Agency- Problems, Emergent trends in Corporate Governance, OECD Principles of Corporate Governance

**Unit IV:** Corporate Social Responsibility (CSR), CSR Principles and Strategy, Models of CSR, Basic Practice of CSR, Corporate Governance in India, Structure and Standard of Corporate Governance in India, Role of Government in ensuring Corporate Ethics, World Bank on Corporate Governance in India, Contemporary Issues in Corporate Governance in India

**Recommended book(s):**

* Business Ethics and Corporate Governance, B.N. Ghosh, TMH

**GE 302 AGRI-BUSINESS MANAGEMENT**

***Course Objective****: Traditionally India has been an agriculture dominated economy and agriculture provides largest source of livelihood to Indian population. Even today agriculture provides significant contribution to the GDP of country. In this background it is important to expose the MBA students to the intricacies of managing Agri-Businesses. This course focuses on the environment, tools and techniques inputs and outputs of agri-business.*

**Unit-1-** Role of Agriculture in Indian economic structure; Nature of Agri-Business; Evolution of Agri-Business in India; Application of management principles in agri-business; Type, pattern and scope of Agri-Business.

**Unit-2-** Characteristics of production, consumption and marketable surplus of Agri-Business in India. Marketing of Agriculture inputs, marketing support by the Govt., Procurement agencies, processing of Agricultural products: issues and problems

**Unit-3-** Management of Agro industries, Management of irrigation system, Farm power and machinery management, food technology management, environmental issues in agri-management.

**Unit-4-** Advanced concepts in Agricultural production: Technology Management for Livestock products, Quality Management in food industry, Agricultural inputs supply management, Vegetable seeds production management, Crop seed production management, Fertilizer management

**References:**

* John, N. David and Ray: Concept of Agribusiness Management
* Kenneth D. Dull: Principles of Management in Agri-Business, Western Publication

**GE 303 INNOVATIONS AND TECHNOLOGY MANAGEMENT**

***Course objective:*** *To provide students with a broad perspective on the key issues involved in the effective management of technology and innovation, including market, technological, and organizational factors, in today’s fast changing, competitive, global environment and to develop aptitude towards innovative approaches by empowering students with necessary tools.*

**Unit I:** Introduction to Technology Management: Definition of Technology, Characteristics of Technology, Levels of Development of Technology, Technology and Society, Knowledge and Technology, Technology and Business, Link between Science and Technology, Levels of technology Development–ideas, Theories, Perspectives, Tacit Knowledge, Physical embodiment in products, services and procedures, Management of Technology (MOT), MOT at the level of the firm, National and Government Level, Need for MOT in the present Global context, Role of Technology in wealth creation, General Perspectives on Managing Technology.

**Unit II:** Creativity –Invention –Innovation. Types of Innovation. Creativity & Innovation. Difference between innovation and creativity. Static, Dynamic and Disruptive Innovation Models. Searching for Innovation Opportunities. Process Innovation, Innovation Portfolios for Established Organizations. Pioneers, Migrators & Settlers. Sources of Innovation: Functional Sources of Innovation – Internal Value Chain, Spillovers from Competitors, Suppliers, Customers and Complimentary Innovators, University, Government & Private Laboratories, International Sources. Circumstantial Sources of Innovation – Planned Firm Activities, Unexpected Occurrences, Creative Destruction.

**UNIT III:** Management of Technology -The New Paradigms: Technology Trends, Resources and the Business Environment, guiding principles for Managing Enterprises, Communication, Integration, Collaboration, Strategic Directions of the Industry, Bringing Innovation to Market. Technology –Price Relationship. The Timing Factor. The Vision to Change Strategy. Productivity, Effectiveness and Competitiveness. Leaders versus Followers.

**Unit IV:** Technology Forecasting Methods – Expert Opinion Methods: Delphi, Focus Groups, Interviews, Trend Analysis: Trend Extrapolation, Trend Impact Analysis, Precursor Analysis, Long Wave Analysis, Monitoring and Intelligence Methods: Environmental scanning, Bibliometrics [research profiling; patent analysis, text mining], Technology Assessment, Creativity: Brainstorming, Creativity Workshops, Science Fiction Analysis

Scenarios: Scenarios [consistency checks; scenario management], Scenario simulation, Modelling and Simulation: Agent Modelling, Cross Impact Analysis, Sustainability Analysis, Causal Models, Diffusion Modelling, Complex Adaptive System Modelling (CAS), Systems Simulation Technological Substitution, Economics Methods: Relevance Trees, Cost-benefit analysis, Decision analysis, economic base modelling [input -output analysis, Descriptive and Matrices Methods: Analogies, Back casting, Checklist for Impact Identification, Innovation System Modelling, Institutional Analysis, Mitigation Analysis, Morphological Analysis, Road mapping [product - technology road mapping], Social Impact Assessment, Multiple perspectives assessment, Requirements Analysis [needs analysis.

**Recommended Books:**

* Management of Technology – The Key to Competitiveness and Wealth Creation, Tarek Khalil and Ravi Shankar, TMGH, New Delhi, 2ndEdition
* Managing Technology and Innovation for Competitive Advantage, V K Narayanan, Pearson Education, 2009 Edition.

**Specialisation – Marketing**

**Specialisation Subject Core Courses (SC) – 3 Credits each**

**SC 311 INTEGRATED MARKETING COMMUNICATION**

*The main objective of this subject is to expose the students to the importance and design of various elements of Integrated Marketing Communication and the need to ensure consistency in message across different communication.*

**UNIT I:** Introduction to Integrated Marketing Communication: Meaning and Elements, Public Relations, Sponsorship, Advertising, Direct Marketing Communication, Sales Promotion, Personal Selling, Packaging, Exhibition, Trade shows, Role of IMC in the Marketing Mix, Marketing Communication Psychology, Changing Marketing Communication Environment.

**UNIT II:** Process of Integrated Marketing Communication: Marketing Communication, Planning and Plan, Setting Objectives, Determining Strategy and Tactics, Research and Analysis for Decision Making, Profiling Target Markets.

**UNIT III:** Creative implementation: Generating Creative Ideas, Selection of Idea, Copy Writing, Art Direction and Production, Evaluation and Control of Integrated Marketing Communication.

**UNIT IV**: Media Strategy and Planning, Types of Media including E- media, Selection of Media, Setting Budget and Allocating Resources.

Case Studies: Some cases of real business world to supplement learning from the course.

***Suggested Readings***:

* Integrated Advertising, Promotion and Marketing Communications, K.E. Clow& D.E. Baack, Pearson Education
* Integrated Marketing Communications, David Pickton & Amanda Boderick, PHI
* Integrated Marketing Communications: A Primer, Philips J. Kitchen & Patrick De Pelsmacker
* Advertising and promotion: An integrated marketing communications perspective, Belch, G., & Belch, M., New York: McGraw-Hill.

**SC 312 CONSUMER BEHAVIOUR**

**Course Objective:** This course focuses on the understanding of consumer behavior, how and why consumers make purchase decisions, how they think, feel and act before, during and after the purchase.

**UNIT- I**: Introduction: Defining Consumer Behavior, Scope and Application of Consumer Behavior, Evolution of Consumer Behavior as a field of Study and its relationship with Marketing. Behavioral Dimension: The Interdisciplinary Nature of Consumer Behavior, Market Research and Consumer Behavior, Market Segmentation and Bases for market segmentation

The Consumer Decision Making: Consumer Decision Making Process, Levels of Consumer Decision Making, **UNIT-II:** Models of Consumer Behavior: The Economic model, Learning model, Psychoanalytic model, The Howard Sheth model, The Nicosia model, The Engel, Blackwell and Miniard (EBM) model, Webster and Wind model of Organizational buying behavior

**UNIT–III**: Psychological Influences on Consumer Decision Making: Consumers Needs & Motivation, Consumer Involvement, Consumer Learning, Consumer Personality, Self-concept and Self-image, Consumer Perception, Consumer Attitude and Intention

**UNIT-IV:** Sociological Influences on Consumer Decision Making: Consumer Reference groups Family and Life cycle, Social class, lifestyle analysis, Culture and Sub-Culture, Opinion Leadership, Diffusion of Innovations, Innovation adoption Process, Consumer Behavior Implications on Marketing Strategies.

**Suggested Readings:**

* Consumer Behavior: Leon G. Schiffman & Leslie Lazar Kanuk
* Consumer Behavior: Michael R. Solomon
* Consumer Behavior: David L. Loudon & Albert J. Della Bitta
* Consumer Behavior: Wayne D. Hoyer; Deborah J. MacInnis and Pinaki Dasgupta

**Specialisation Subject Elective Courses (SE) (Opt any two) – 2 Credits each**

**SE 311 MARKETING TO BOTTOM OF PYRAMID**

**UNIT I:** BoP Foundation- understanding poverty (National / International perspective), The Bottom Billion-Issues / Traps, Fortune at the BoP- challenges & Promise of Social Business, Nature of the Markets at BoP, Segementation & Consumer Behaviour, BoP approaches & Business development- Serving the World’s Poor Profitably (Case: Mahindra and Mahindra Finance Services Limited: Empowering BoP customers in India).

**UNIT II**: Research Methods for BoP- Invading the untapped, Rural Marketing in development Paradigm, Marketing to subsistence consumers: Lessons from practice(Field visit to a nearby village haat), BoP & Innovations, Developing Marketing Strategies for BoP markets, Strategies for Reaching the bottom of the Pyramid, Implications for Business Strategies.

**UNIT III**: Product and Services for BOP markets, Models for Interventions – CSR , Quasi CSR and for Profit Models, Problem identification & Frameworks for Solutions, Enabling Business Model innovation, Entrepreneurial activities at the BoP (Case: HUL-Shakti Model, Tamul: Creating Entrepreneurs, Schneider Electric in Rural India : Integrating Social Responsibility with BOP Strategy).

**UNIT IV**: Problem identification & Frameworks for Solutions (Case: Godrej Chotukool: A Cooling Solution for Mass Markets), Financial inclusion in BOP markets (FINO Pay Tech Ltd., Mudra, Payment banks, Micro finance etc.), Creating the Impact – Interventions, Reflection & Review**.**

**REFERENCE BOOK (S)**

* The Fortune at the Bottom of the Pyramid by C. K. Prahalad
* The Solution Revolution by Eggers & Macmillan
* Poor Economics by Abhijit Banerjee and Esther Duflo
* New Strategies for Social Innovation: Market-Based Approaches for Assisting the Poor by Steven G. Anderson
* The Base of the Pyramid Promise: Building Businesses with Impact and Scale (2016) by Ted London
* Bottom-Up Enterprise: Insights from Subsistence Marketplaces (2016) by Viwanathan, Madhu

**SE 312 (SE 342) INTERNATIONAL MARKETING**

***Learning Outcomes / Competencies Intended to be Developed:-*** *By the end of course the students are expected to understand globalization in a holistic manner ,pros and cons of International Marketing , types of International Marketing . They should be able to identify International Markets, evaluate and select the Markets to enter. Further knowing the various Entry Modes to International Markets they should be able to select the correct Entry Mode as per requirements. The students should be able to understand product development, product launch strategies, pricing strategies and channels of distribution for international markets. The above said knowledge can be applied by students when they take up career roles in the domain of Marketing / International Marketing in domestic companies as well as MNC’s.*

**UNIT I**: Decision to Internationalize

Concept of Globalization, Effect of Globalization on Marketing Domain, Concept of International Marketing , Domestic Marketing v/s International Marketing , Evolutionary Process of Global Marketing. Types of International Marketing: Export / International / Multinational / Global / Glocal Marketing. Ethnocentric, Polycentric, Geocentric, Regiocentric (EPRG) Approach.

**UNIT II:** International Market Identification, Evaluation and Selection

International Marketing Research, Cross Cultural Behavior (Emic and Etic Approach), International Trade Patterns, Identification of International Markets, Segmentation of International Markets, Methods of International Markets Evaluation

**UNIT III**: Entry Mode Decisions

Various Modes of Entry in International Markets: Exports(Direct and Indirect , Piggybacking, International Licensing, Franchising and Leasing , International Strategic Alliances and Management Contracts , Overseas Turnkey Projects, International JV’s , Wholly Owned Foreign Subsidiaries. Factors affecting selection of Entry Modes.

**UNIT IV:** International Marketing Mix Decisions

Product Strategy for International Markets, Developing Products for International Markets, International Product Standardization and Product Adaptation, International Product Launch Strategies, Branding and Promotion for International Markets,

Pricing Decisions and Approaches for International Markets, Terms of Payments, International Distribution Channels.

**Suggested Readings:**

* Onkivit , Shaw : International Marketing (Pearson)
* Keegan : Global Marketing (Pearson)
* Bhattacharya : International Marketing (Sultan Chand)
* Cateora, Graham &Salwan : International Marketing(Tata McGraw Hill)
* Lee and Carter : Global Marketing Management (Oxford)
* Joshi : International Marketing ( Oxford )

**SE 313 (SE 343) E-MARKETING AND CRM**

**UNIT I:** Introduction to E-Marketing, E-Marketing Plan, E- Marketing Strategy Consumer Behaviour in E-Marketing, Product Positioning and service Differentiation in E-Marketing, Selected case studies; Google, Amazon, Ehtiogifts etc.

**UNIT II**: Managing Product Mix, New Product Development, Pricing Strategies in E-Marketing, Managing Distribution and Logistics in E-Marketing, E-Marketing Communications, Selected Case Studies: Dell Computers, America on Line, Cisco Inc. etc.

**UNIT III:** CRM – Concept and Introduction Definition, Concept of customer acquisition, satisfaction and retention, Unethical approaches to maintain customer relationship, CRM Strategy, Relationship intensity, Components of CRM customer Life Cycle Management, Customer Life Time Value, CRM Process, CRM as A tool for managing Complaints and Adjustments.

**UNIT IV:** Diversity of Need for CRM in Different Industries: Retailing, Hospitality Industry, Banking Industry, Telecom Industry etc. CRM Vs e-CRM, CRM Implementation, Integration of CRM with ERP System, Data Warehousing and Knowledge management System CRM Facets.

**Suggested Reading:-**

* Digital Marketing –Strategy Implementation and Practice by Dave Chaffey & Fiona Ellis- Chadwick, Pearson
* E-Marketing by Sanjay Mahapatra & Suman Kumar Kanth, Wiley
* Understanding Digital Marketing: Marketing Strategies for enabling the digital generation by Damian Ryan, Kogan Page

**SE 314 SOCIAL MARKETING**

**UNIT I**: *Understanding Social Marketing*: Meaning of Social Marketing; Origination of the Concept; Difference from Commercial Marketing, Non Profit Marketing , and Public Sector Marketing; Other ways to impact social issues; Steps in developing a social marketing plan.

**UNIT II**: *Selecting Target Audiences, Objectives, and Goals*: Description of Background, Purpose, and Focus; Conduction of Situation Analysis; Selecting Target Audience; Variables used to segment markets; Criteria for Evaluating Segments; Selection of Target Audiences; Setting Objectives and Target Goals; Identifying Target Audience Barriers, Benefits, the Competition, and Influential others.

**UNIT III:** *Developing Social Marketing Strategies*: Developing a Positioning Statement; Repositioning; Developing the Social Marketing Product Platform; Branding; Determining Monetary and Non Monetary Incentives and Disincentives; Setting Prices for Tangible Objects and Services; Developing the Place Strategy; Promotion Strategy; Selecting Communication Channels; Traditional and Non Traditional Media Channels; Factors guiding Communication Channel Decisions.

**UNIT IV:** *Managing Social Marketing Programs*: Planning for Monitoring and Evaluation; Establishing and Determining Budgets; Justifying Budget; Sources of Additional Funding; Creating an Implementation Plan; Phasing; Sustainability.

**Suggested Reading:**

* Social Marketing in India by Sameer Deshpande and Nancy R. Lee: Sage Publications

**SE 315 PRODUCT AND BRAND MANAGEMENT**

***(Learning Outcomes / Competencies Intended to be Developed***

*The knowledge of Products and Brands it of utmost importance to students of marketing domain. By the end of the course the students will gain an insight on managing a product in markets, decisions to be taken for product management, decisions and strategies with ref to product line, process of new product development and its applications . Further they will be gaining in depth knowledge on the various aspects of brands and branding decision, models of branding, brand equity and its approaches and valuation of brands. They shall be able to apply the above said knowledge whenever they take up corporate roles in the function of product management and brands.)*

**UNIT- I:** Conceptualizing a Product, Product Management, Levels of Products, Product Management Approaches, Product Management decisions, Classification of Products, Constituents of Product mix, Product mix Decisions, Product Line Decisions, Product Line Strategies.

**UNIT-II**: Role of new Product Development, New Product Development Process, Product Line Coverage Strategy, Factors Determining Scope of product lines , Consumer Diffusion Process, Consumer Adoption Process, Concept of Product Life Cycle, Strategic Considerations in Product Life Cycle, Marketing Strategies at Life Cycle stages.

**UNIT-III**: Introduction to Branding and Brand Management , Role and Importance of Branding, Brand Spectrum, Branding Decisions, Elements of Branding, Types of Brands, Brand Management Process, Brand Choice Decisions and Models, Brand Loyalty Models , Graduation Process of Brands to Power Brands .

**UNIT-IV**: Concept of Brand Identity, Brand Equity and Brand Identity, Approaches to Brand Equity , Brand Name Decisions, Brand Communication, Brand Positioning, Key Decisions in Brand Positioning, Brand Image and Personality, Brand Valuation , Methods of Brand Equity Valuation, Co - Branding .

**Suggested Readings**:

* Tapan Panda -- Product and Brand Management (Oxford )
* Keller – Strategic Brand Management ( Pearson )
* Verma – Brand Management ( Excel )
* Chitale , Gupta – Product Policy and Brand Management
* S.Sengupta – Brand Positioning Strategies for Competitive Advantage (TMH )

**Specialisation – Finance**

**Specialisation Subject Core Courses (SC) – 3 Credits each**

**SC 321 FINANCIAL SYSTEMS AND INSTITUTIONS**

***Objectives:*** *The objective of this paper is to introduce the students with the structure of the financial system, various financial markets and financial institutions in India, their roles and functions. It elaborates on the intricacies of the Indian Financial System.*

**UNIT I:** Introduction to Indian Financial System, Institutions and Markets: Nature, Role and Structure, Financial System and Economy, Financial Sector Reforms. Regulatory and Promotional Institution: Role of Reserve Bank of India (RBI), Role of The Securities Exchange Board of India (SEBI), Role of Ministry of Finance.

**UNIT II**: Introduction to Financial Institutions (Intermediaries), Banking Institutions – Scheduled Commercial Banks & Scheduled Cooperative Banks, Non-banking Institutions - Non-banking Finance Companies & Development Financial Institutions, Mutual Funds, Insurance, Role of IRDA and Housing Finance Companies, Role of NHR.

**UNIT III:** Introduction to Financial Markets, Capital Markets – Equity Markets (Primary, Secondary, Derivatives), Role of Stock Exchanges (NSE, BSE) & Debt Markets (Private Corporate, PSU, Govt. Securities), Money Markets – T-Bills, Call Money Markets, Commercial Bills, Commercial Papers, Certificates of Deposit, Term Money, Global Financial Markets.

**UNIT IV**: Financial Instruments – Short, Medium and Long Term; Primary Securities and Secondary Securities.

Introduction to Financial Services – Depositories, Custodial, Credit Rating, Factoring, Forfeiting, Merchant Banking, Leasing, Hire Purchase, Guaranteeing, Portfolio Management, Underwriting, Financial Inclusion and Microfinance.

**References:-**

* *Pathak, Bharati V., Indian Financial System: Markets, Institutions and Services, Pearson education (Singapore), New Delhi, Second edition, 2008.*
* *Saunders, Anthonu and Cornett, Marcia Millon, Financial markets and Institutions: An Introduction to the risk management approach, McGrawHill, Irwin, New York, 2007.*
* *Bhole, L.M. , Financial institutions and Markets: Structure, Growth and Innovations, McGrawHill, New Delhi, Fourth edition, 2008.*
* *Fabozzi, Frank J. and Modigliani, Franco, Capital Markets: Institutions and Markets, Prentice Hall of India, New Delhi, Third edition, 2005.*
* *M.Y. Khan, Indian Financial System, McGraw Hill Publications, 9th edition.*

**SC 322 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

**UNIT I:** Concept and Objectives of Investment, Types of Securities and Avenues for Investment, Investment Management Process, Risk and Its Measurement, Value at Risk (VaR) and its Applications, Relationship between Risk and Return, Valuation of Securities, Equity Shares, Preference Shares and Bonds, Term Structure of Interest rates, Mutual Funds, Hedge Funds.

**UNIT II:** Efficient Market Hypothesis, Testing for Market Efficiency, Economic & Industry Analysis, Company Analysis, Fundamental and Technical Analysis, Volatility and Its Measurement.

**UNIT III:** Portfolio Theory – Diversification, Efficient Frontier, Optimal Portfolio, International Portfolios, Capital Asset Pricing Models, Factors Models, Arbitrage Pricing Theory.

**UNIT IV:** Measuring Portfolio Performance with Asset Pricing Models and without Asset Pricing Models, Bond Portfolio Management and Interest Immunization, Foundations of Behavioural Finance, Prospect Theory, Market Anomalies, High Frequency Trading, Algorithmic Trading.

**Suggested Readings**:

* Robert A Haugen, Modern Investment Theory,5th Edition, Pearson
* Investments,Sharpe, Alexender and Bailey, Wiley press
* Reilly and Brown, Investment Analysis and Portfolio Management,8th edition, SouthWestern
* Bodie,, Kane and Marcus, Investments, 10th edition, McGrawHill
* Grinblatt and Titman, Financial Markets and Corporate Strategy,2nd edn, TMH

**Specialisation Subject Elective Courses (SE) (Opt any two) – 2 Credits each**

**SE 321 BANKING SERVICES**

***Objective:*** *To enable the students to get acquainted with banking procedures and operations necessary for running banking services*

**UNIT - I** Evolution of Banking. Bank nationalisation: Justification and Impact. Banker - Customer Relationship : Definition and Meaning of “Banker” and “Customer”- Permitted activities of Commercial Banks in India - General and Special Features of their relationship, their rights and duties. Credit creation by commercial banks.

**UNIT - II** Operational Aspect of commercial banks in India, Relationship between Banker and customers, Types of customer a/c, Cheques, Endorsement, Presentment, Dishonour, Rights and liabilities of Paying and collecting Banker, Employment of funds by Commercial Banks, Types of securities, mode of creating charge, Bank guarantees,

**UNIT - III** Banking Instruments : Definitions of Negotiable Instruments [NI] - Different Types of NIs and Other Instruments - Parties to NIs - Crossing - Endorsements - Payment and Collection of Cheques - Forged Instruments - Bouncing of Cheques and their implications - Regulatory Environment for commercial bank in Indian core banking, Customers’ passbook – nature and importance.

 **UNIT - IV** Banking ancillary services, Ombudsman and Customer Services - Fraud Detection and Control, Asset – liability management in commercial Banks, Basel norms. Credit monitoring, managing and measuring credit risk in banks; Securitisation and Credit Derivatives; Capital – Risk, Regulation and Adequacy; Risk Management in Banks – Interest Rate risk, Liquidity risk, Retail Banking, International Banking – Foreign Exchange and Trade Finance, E-payment systems and Electronic Banking.

Recommended Book(s):

* Banking Law & Practice, by P.N. Varshney.
* Banking Theory & Practice by M.L.Jhinghan
* Practice & Law of Banking, by H.R. Suneja. Practice & Law of Banking, by H.C. Agrawal.
* Commercial Banking Vol. I & II, by Indian Institute of Bankers.

**SE 322 FINANCIAL SERVICES**

**Unit I:** Concept, Nature and Scope of Financial Services; Regulatory framework for Financial Services; Leasing, Hire Purchase , consumer credit and Bill discounting

**Unit II:** Factoring; Forfeiting, Housing Finance, Credit Rating; Credit Cards and Mutual Funds

**Unit III**: Introduction to the Merchant Banking: The Concept and Evolution of Merchant Banking; Highlight the difference between merchant banking and commercial banking; List the difference between Merchant Banking and Investment Banking. Registration, Code of Conduct & General Obligations of Merchant Bankers in India: Highlight the various activities undertaken by the merchant bankers in India; who can be registered as a merchant banker; the eligibility criteria for registering as a Merchant Banker ;the Registration Procedure, Renewal Fees and Validity , the conditions of Registration and the registration requirements of Merchant Bankers as Underwriters

**Unit IV:** Issue Management-Process and Underwriting: the process of issue management and the merchant banker’s role in it. The appointment of SEBI registered Intermediaries and other intermediaries, the role of merchant banker in underwriting of an issue. Other Merchant Banking Activities Disinvestment, Buyback of Equity Shares- the role of Merchant Banker in M&A and Takeovers , the SEBI (Substantial Acquisition of Shares and Takeovers) Regulations, 2011 w.r.t Substantial acquisition of shares or voting rights Voluntary Offer, Offer Size Offer Price ,Payment Mode , Exemptions Process of Open Offer. The Role of Merchant Banker in Disinvestment process, the Role and Obligations of Merchant Banker in Buyback of Equity Shares, the Role of Merchant Banker in Delisting of Shares, Understand the Role of Merchant Banker Issue and Listing of Debt Securities, the Role of Merchant Banker in ESOPs

**Suggested Reading:-**

* Merchant Banking H. R. Machiraju, New Age Publication
* Merchant Banking & Financial Services, Dr. S. Gurusamy, Tata McGraw Hill
* Financial Services, Dr. R. Shanmugham, WIND Publication
* Financial Services, MY Khan, Mc Graw Hill
* Management of Financial Services, C Rama Gopal, Vikas Publishing House

**SE 323 MARKETING OF FINANCIAL SERVICES**

**Unit I:** Emergence of Service Economy, Goods vs Services, Services Marketing and Consumer Behaviour, Services Classification and importance of Financial Services, Marketing Framework for Services

**Unit II:** Categories of Financial Services and Goods and their Importance to Business and Industry, Characteristics of Financial Services, Market Environment of Financial Services Customers, Challenges faced by Financial Services Customers, Financial Services in the Indian Scenario – Strategies and Weaknesses

**Unit III**: Market segmentation and Targeting strategies for Financial Services, Marketing initiatives and applying 4 P’s and expended mix of 7 P’s of Marketing, Branding, Positioning, Packaging and Advertising of Financial Services, Pricing Models employed by Financial Service Provider

**Unit IV**: Consumer Psychology and Behaviour in relation to Financial Services, Consumer decision Process, Importance of Personal Selling in Marketing of Financial services, Process of Flow charting and setting standards of Personal Selling, Personal Selling vs Advertising, Ethical Issues in Personal Selling, Employee Role in Marketing of Financial Services, CRM in Financial Services and building loyalty (Strengthening Customer Satisfaction and Relationship)

**Reference Books:-**

* Marketing of Financial Services by Dr. Dhananjay Bapat
* Financial Services Marketing by Tina Harrison

**SE 324 CORPORATE TAX PLANNING**

***Objectives:*** *The objective of the course is to help the students explore the scope of tax planning concerning various business and managerial and strategic activities.*

**UNIT I:** Basic Concepts of Income Tax, Tax Evasion and tax avoidance; Tax Planning and tax management, Residential Status of a Company and Incidence on Taxation, Corporate Tax Liability- Computation of Income under different heads of Income

**UNIT II:** Set off and Carry forward of Corporate losses, Scope for Tax Planning for setting up of new business:- Location of Business Undertaking, Nature and size of business, Form of business and Ownership pattern, Employees Remuneration

**UNIT III:** Tax Considerations in Specific Financial and Managerial Decision:- Lease or own decision, Make or Buy decision, Repair/renewal or replacement of an asset, Capital structure decision, Dividend policy and tax consideration

**UNIT IV:** Double Taxation relief, Tax provision regulating transfer pricing, Tax Planning relation to Amalgamation and Merger of Companies, Tax Planning with reference to sale of Scientific research assets, Concept of VAT and GST

**Books Recommended:**

* Corporate Tax Planning and Management by Dr. Girish Ahuja and Dr. Ravi Gupta, Bharat Law House.
* Corporate tax Planning and Business tax procedures by Dr. Vinod K. Singhania, Taxman’s
* Income Tax by B.B. Lal, Pearson
* Students Guide to Income Tax by Singhania & Singhania, Taxman’s

**SE 325 ADVANCED ACCOUNTING FOR MANAGERS**

**Objectives:** To equip the students with the Strategies knowledge of principles, concepts and techniques for planning, decisions making and control. Course Outline

**Unit I**: Srategic Management accounting: Concepts, functions and scope, Strategic Management Accounting Techniques , Activity based costing and management-Factors, activity based cost system, Determining the cost drivers for each activity, cost driver analysis ,assigning cost of activities , outgrowth of A, Implementing an ABC.

**Unit II:** Strategic cost management; Introduction, basic concepts, strategic options, value system analysis, value chain analysis, activity analysis, cost drivers analysis, analysis of vertical linkages, Uniform costing and inter-firm comparison, Evaluation of divisional performance and transfer pricing, variances and their interpretation

**Unit III:** Relevant costing and tactical decisions: differential opportunity and relevant cost, make or buy, joint products: decision to sell or process further, decision to accept or reject, special order, decision to continue or abandon a project, Evaluation of capital expenditure proposals and risk management, product planning.

**Unit IV:** Emerging issues in management accounting: life cycle costing, target costing, value chain analysis, JIT, balanced score card, benchmarking; value analysis and cost reduction; cost benefit analysis; international issues in management accounting

Recommended book(s)

* Management Accounting, by Atkinson, Pearson / PHI
* Management Accounting, by Sudhindra Bhat, Excel Books
* Management Accounting, by Sharma, Sashi K Gupta Kaly
* Acconting Text & Cases by Anthony, Hawkins, Merchant, Tata McGraw Hill

**Specialisation – Human Resource**

**Specialisation Subject Core Courses (SC) – 3 Credits each**

**SC 331 ORGANISATIONAL CHANGE AND DEVELOPMENT**

***Objective:*** *To develop students’ understanding of change and prepare them on techniques for implementing change interventions and application of OD interventions.*

**UNIT I Organisational Change**

Levels and characteristics of Organizational change, Forces for Change, Planned Change, Force field analysis, Models of Organization change - Kurt Lewin’s model of change, Kotter’s s model of Change, Resistance to Change, Approaches to Managing Organizational Change, Creating a Culture for Change, Organisational growth and its implication for change

**UNIT II Organizational Development**

Concept, Scope, Historical Perspective, Values and Ethics of Organization Development, Characteristics, OD Process, Global issues in Organization Development, Future of Organization Development

**Unit III-Organisational Diagnosis**

Techniques of organisational diagnosis- Questionnaires, interviews, workshops, task -forces and other methods; Collecting and analyzing diagnostic information; feeding back diagnostic information.

**Unit IV-OD Interventions**

Individual interventions – Coaching, Mentoring, 360 Feedback, Career Planning and Development; Team building interventions; Inter-group interventions- team building, survey feedback, Grid OD ; Organization interventions - Change agents- Role, skills and styles of change agents; Relation with the client system; Action Research

**Note:** ***Class discussions to be supported by relevant case studies.***

**Suggested Readings:**

* Anderson, D. L. (2013). *Organization Development: The Process of Leading Organizational Change: The Process of Leading Organizational Change*. Sage Publications.
* French, W.L. and Bell, C.H., *Organisation development*, Prentice-Hall, New Delhi.
* Harvey, D.F. and Brown, D.R., *An experimental approach to organization development,* Prentice-Hall, Englewood Cliffs, N.J.
* Hersey P., and Blanchard, H.B., *Management of organisational behaviour: Utilising human resources*, Prentice Hall, New Delhi.
* Pareek U., Rao, T.V. and Pestonjee, D.M., *Behavioural processes in organisations*, Oxford and IBH., New Delhi.
* Cummings, T. G., *Theory of organization development and change*, South Western.

**SC 332 INDUSTRIAL AND MANAGERIAL PSYCHOLOGY**

***Objective:*** *It is designed to provide basic knowledge on psychological dimensions of people in the work setting.*

**UNIT I - Industrial Psychology**

Concept, Nature and Scope, Historical Development of Industrial Psychology, Scientific Management, Hawthorne Studies, Time and Motion Studies

**Individual Difference & Psychological Tests**

Concept of Personality, Difference in Intellectual and personality traits, Nature of Psychological Tests, Steps in Test Development, Classification of Psychological Tests with examples

**UNIT II - Human Engineering & Industrial Accidents**

Concept of Human Engineering, New Trends in Human Engineering, Principles of Human Performance, Working Condition, Psychological Factors related to Accidents, Accident Proneness, Reduction of accidents, Human and economic costs of accidents, Industrial Safety and Safety Measures.

**UNIT III - Job Satisfaction, Employee Counseling, and Work Environment**

Meaning, Concept, Nature, Importance, Measuring Job Satisfaction and its impact on Productivity and Motivation; Employee Counseling: Meaning, Need, Goals, Types Methods & Process; Concept and meaning of Work Environment, Requirement of Suitable Work environment, Quality of Work life.

**UNIT IV – Morale, Fatigue, and Stress**

Meaning, Characteristics, Determinants, Measuring Morale, Methods of increasing Morale, Morale & Productivity, Morale & Job Satisfaction; Meaning and types of Industrial Fatigue, Fatigue Symptoms, Causes, Effect and Remedies of Industrial Fatigue; Concept, Causes, Effect and Remedies of Boredom.

**Stress-** Meaning, Nature, Types, Causes, Consequences of Stress, Burnout, Managing Stress at Work place, Coping strategies for Stress, Stress and Job Performance, Stress vulnerability.

**Note:** ***Class discussions to be supported by relevant case studies***

***Suggested Readings***

* Cary L. Cooper and Edwin A. Locke, *Industrial and Organizational Psychology,* Blackwell Publishing, 2000.
* Joseph Tiffin, Ernest J. McCormick, and Daniel R. Ilgen, *Industrial Psychology,* Prentice hall of India Pvt. Ltd., New Delhi, 1987.
* Michael G. Aamodt, *Industrial / Organizational Psychology,* Cengage Learning, 2008.
* Wayne Weiten and Margaret A. Lloyd, *Psychology Applied to Modern Life,* Thomson Learning 8th Edition, 2007.
* Ghosh,P.K. Industrial Psychology. New Delhi: Himalya Publications.
* Blum., & Neyler. Industrial Psychology. New delhi: Sage Publications.
* Schein, E. H. Organisational Psychology. Prentice Hall Inc.
* Ghosh, Prem. Kr. Industrial Psychology Management. Anmol Publications Pvt. Ltd.
* Sharan, A. K. Encyclopedia of Industrial Psychology. Anmol Publications Pvt. Ltd.

**Specialisation Subject Elective Courses (SE) (Opt any two) – 2 Credits each**

**SE 331 HUMAN RESOURCE TRAINING AND DEVELOPMENT**

***Objectives:*** *An understanding of principles and practice of training and development (T&D) is given to the students; to familiarize with tools and techniques involved in T&D. It gives insight on how to design, organize, implement and evaluate training programmes in an organizational setting.*

**Unit I - Learning**

Concepts of Learning, Training, Education and Development, Theories of Learning, Learning Style (Kolb’s), Transfer of Learning, Role of Learning in T & D, Adult Learning, Distance Learning.

**Unit II -Training Need Identification**

Objective, Need, Approaches to TNI, Training Need Assessment (TNA), Application of TNA in Organisation, Stages of TNA, Classification of Corporate Training Needs, Relation of Training Need with Career Life – Cycle, Determining Training Need at Level of performance, Obtaining Information, Influences on TNI, Who Identifies Training Need, Comparing Data, Analyzing Training Needs.

**Unit III- Managing Training**

Planning, Organizing, Preparing session plan, Budgeting & Controlling of Training Programs, Drafting training proposal, Organisation & Structure of Training & Development, Training Methodology, Audio – Visual Aids in Learning, Computer Based Training, Designing Training Program, Conducting Training Program, Qualities of an Effective Trainer.

**Unit IV- Evaluation of Training Programs and Management Development**

Concept, Need, Principles of Training, Evaluation Design, Evaluating Transfer of Learning on the Job, Techniques & Problems in Measurement of Training, Feedback.

Management Development through Training.

**Note:** ***Class discussions to be supported by relevant case studies and exercises.***

***Suggested Readings***

* Craig, L. R. Training & Development Handbook. New York: ASTO/McGraw Hill.
* Taylor. ,& Lippitt. Management Development & Training Handbook. UK: McGraw Hill.
* Dugan, L. (1985). Approaches to Training & Development. Perseus books.
* Chaudhary, D. P. Training Methodology & Development. Himalaya Publishing House.
* Virmani., & Seth. Evaluating Management Training & Development. New Delhi: Vision Books.
* Lynton., & Pareek . Training & Development. New Delhi: Sage Publications.
* ISTD. Diagnosing Management Training & Development Needs. New Delhi: ISTD.

**SE 332 NEGOTIATION AND COUNSELLING SKILLS**

**UNIT I:** Counselling: Concept, Nature and Type. Related Concepts- Helping, Consultation, Advice, Psychotherapy, Steps in Counselling, Goals, Expectations, Counselling for Managers: Emergence and growth of Counseling Services, Steps in Managerial Counselling Process, Application of Counseling to Organisational Situations (performance, absenteeism, death etc.).

**UNIT II:** Counselor’s Attitude and Skills, Assessing Client’s Problems, Counselling Skills, Communication Skills: Verbal and Nonverbal, Listening, Questioning, Empathy, Relationship, Silence as Therapeutic Tool.

**UNIT III:** Selecting Counseling Strategies and Interventions – Changing Behaviour through Counseling, Approaches to Counselling, Psychodynamic Approach: Freudian Jungian, Adlerian, Existential- Humanistic approach: Carl Rogers, Gestalt, Cognitive and Behavioral Approaches: Pavlov, Skinner, Bandura, REBT, Special Problems in Counselling, Psychological Testing and Diagnosis: Types of Psychological Tests.

**UNIT IV**: Models of Organisational Counselling, Group Therapy, SWOT, Meaning and Types of Crises, Reaction to Crisis, Crisis Management, Crisis Intervention Model, Techniques of Crisis Intervention.

**Recommended Book(s):**

* Basic Counseling Skills, Richard Nelson Johns, Sage Publication, South Asia Edition
* Theory and Practice of Counseling and Psychotherapy, Gerald Corey, Brooks

**SE 333 COMPENSATION MANAGEMENT**

***Objective:*** *To provide students with an in-depth knowledge on compensation practices for different level of employees in organization.*

**UNIT I:** Conceptual and Theoretical Understanding of Economic Theory Related to Reward Management; Competitive Imperatives; Productivity, Quality, Service, Speed, Learning Planning for Improved Competitiveness;

 **UNIT II:** Diagnosis and Bench marking, Obtaining Commitment; Determination of Inter and Intra-I Compensation Differentials; Internal and External Equity in Compensation Systems; Understanding Tools Used in Designing, Improving and Implementing Compensation packages;

**UNIT III:** Compensation Designs for Specific Type of Human Resources like Compensation of Chief Executives, Senior Managers, R&D Staff, etc.; Understanding Different Components of Compensation packages like Fringe benefits, Incentives and Retirement Plans;

**UNIT IV:** Compensation Practices of Multimedia Corporations and Strategic Compensation Systems; Statutory Provisions Governing Different Components of Reward Systems, Working of Different Institutions Related System Like Wage Boards, Pay Commissions.

**Recommended Book(S):**

* Sharma, A.M., Understanding Wage System, Himalaya Publishing House
* George Milkovich, Jerry Newman, C.S. Venkatratnam, Compensation: Special Indian Edition McGraw Hill Publication, 9th edition
* Peter T. Chingos, Paying for Performance: A Guide to Compensation Management, Wiley, 2nd Edition

**SE 334 INDUSTRIAL RELATIONS AND SOCIAL SECURITY**

***(Objectives:*** *To ensure basic understanding of the dynamics of the relations existing in an organisation and an awareness of various techniques of handling the issues, conflicts and grievances of the human resources. It also provides the expertise to deal with compensation issues in the organisation and welfare aspects related to the workers.)*

**UNIT I:** Industrial Relations: Definition, Nature, Scope, Concept, Impact of IR on Production, Govt. role in managing IR, Requirements of good IR program, Factors in influencing Industrial Relations. Industrial Worker, Approaches to employee relations: Sociological approach, Psychological approach, Gandhian approach and Marxian approach

**UNIT II**: Industrial Disputes: Meaning, Causes, Types (Strikes, Lockouts, Demonstration, etc) Prevention & Settlement of Industrial Disputes. Industrial Disputes Act, 1947: Objects, Definitions, Authorities, Notice of Change, Grievance Settlement Authorities, Reference of Disputes to Courts & Tribunals and Procedure Power and Duties of Authorities. Strikes & Lockout Lay off & Retrenchment: Special Provisions Relating to Lay off, Retrenchment and Closure, Unfair Labour Practices, Penalties, Code of Discipline, Disciplinary Procedure.

Grievance Handling: Concept meaning and objective, Process of Grievance Handling, Types of Grievance, grievance handling process.

**UNIT III**: Trade Unionism: Concept, Development of Trade Unionism, Problems of Trade Union, Functions of Trade Unions, Registration and Recognition of Trade Unions. Trade Union Act, 1926: Definition, Object, Provisions Regarding Registration of T.U., Their Rights & Duties, Constitution & Dissolution of T.U., Unfair labour practices and victimization. Worker’s Participation: Concept, Workers Participation in Management, Prerequisites of WPM, Levels and Forms of participation. Collective Bargaining: Meaning, Objectives, Process of collective Bargaining, Prerequisites of Successful Collective Bargaining.

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| **UNIT IV:** Workmen’s Compensation Act, 1923: Main provisions, Workmen’s compensation, Commissioners, Rules. Employee’s State Insurance Act, 1972: Aims, Objectives , Scope and Definitions, Employee’s Provident Funds and Miscellaneous Provisions Act, 1952: Aims, Objectives, Definitions, Central Board and its role, Provident fund scheme, Family pension schemes, Maternity Benefits Act, 1961. |
| **SUGGESTED READINGS:*** Mamoria .,& Mamoria . .Dynamics of IR (15th ed.). Himalayan Publications .
* Chahbra, T.N. (2005). IR concepts & Issues. Dhanpat Rai & Co.
* Yoder., & Staudher. .Personnel Management & IR . New Delhi: Prentice Hall Inc.
* Ahuja, K. K.. Personnel Management . Kalyani Publications.
* Rao, Subba. P. Essence of HRM & IR: Text Cases & Games. Konark Publications.
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**Specialisation – International Business**

**Specialisation Subject Core Courses (SC) – 3 Credits each**

**SC 341 INTERNATIONAL BUSINESS MANAGEMENT**

***Course Objective****:**This course focuses on the understanding the concepts of international business and world enable the students to understand all dimensions of international trade environment, theories, barriers, marketing, finance, HR and Operations.*

**UNIT- I**: Introduction: Definition and Evolution of International Business, Concept of Globalization, Drivers of Globalization, The changing demographics of the Global Economy, Nature of the International Business Environment: Political Environment, Legal Environment, Technological Environment, Cultural Environment and Economic Environment

**UNIT-II:** International Trade Theory: Mercantilism, Absolute Advantage, Comparative Advantage, Factor Endowments Theory, Product-life Cycle Theory, New Trade Theory, National Competitive Advantage, International Trade Barriers: Tariffs and Non-Tariff Barriers, Social Responsibility and ethical issues in International Business

**UNIT-III**: Entry Strategies for the firms in international trade, trade policy options for developing countries, Globalization of Markets, International Distribution and Pricing Strategy, International Monetary System, Financial Management in International Business, International Business Research.

**UNIT-IV:** Global Operations and supply chain management, Concept of International Human Resource Management, International Organizational Structures, Policy framework for Global E-business, Regional Economic Integration and their role in promotion of International Trade.

**Suggested Readings:**

* International Business by Charles W L Hill & Arun K Jain
* International Business by K Aswathappa
* International Business: Environment and Management by V.K. Bhalla & S. Shiva Ramu
* International Business by Rakesh Mohan Joshi

**SC 342 EXPORT IMPORT PROCEDURES AND DOCUMENTATION**

***Course Objective :*** *The course has been designed to enable the students to develop an overall deep understanding of Export / Import Business . The course gives an insight of Documentation Procedure in Export Import Business, Institutional Framework involved in Foreign Trade , Role of various Bodies , Export Marketing Strategies and managing the Risks in Exports . Learning Outcomes*: After completion of course the students will be well equipped to start their own Export business or work as Export Managers for any Company associated with Export / Import Business.

**Unit I**: Introduction to Foreign Trade , Framework of Foreign Trade , Concept of Export/ Import , Exporting as an Entrepreneur , Sequential steps in the Export Process , Registration Process with various bodies ,Concept of IEC, Composition of India’s Export and Import , Direction of India’s Export , Trade Balance , Trade Deficit .

**Unit II:** Role and Functions of various Government , Semi Government and Autonomous bodies in promoting exports from India : Director General of Foreign Trade , Ministry of Commerce and Industry , Commodity Boards , Export Promotion Councils , Export Inspection Councils , Service Institutes , Export Credit Guarantee Corporation , Directorate General of Commercial Intelligence and Statistics , India Trade Promotion Organization , Federation of Indian Exporters Organization , Export Import Bank , State Trading Corporations of India Ltd , Freight Investigation Bureau .

**Unit III**: Export Import Documentation , Process of Documentation , Commercial Export Documents , Principal Commercial Documents , Auxiliary Commercial Documents , Regulatory Documents , Export Marketing , Processing an Export Order , Negotiation of Documents , Role of Bank in an Export / Import Transaction .

**Unit IV:** Export Import Strategies , Methods of Financing Exporters , Factoring , Credit Insurance , Risks associated with Exports / Imports , Management of Risks in Export / Import Business , Export Incentives , Highlights of Foreign Trade Policy 2014 – 2019 , Export Promotional Initiatives under Foreign Trade Policy 2014-2019 .

**Suggested Readings:**

* Ministry of Commerce : Foreign Trade Policy (2014-2019)
* Paul and Aserkar : Export Import Management ( Oxford )
* A.Kumar : Export Management ( Excel )
* ParasRam :Export : What, Where and How?, Anupam Publications .
* Handbook of Procedures (Vol I & II). ITC (HS) Classificaiton of Export and Import Items (latest).
* Various Issues of Import Export Times (IMPEX)

**Specialisation Subject Elective Courses (SE) (Opt any two) – 2 Credits each**

**SE 341 EMERGING ECONOMIES AND MARKETS**

***Course Objective****: This course focuses on the strength, weakness, opportunities and threats in emerging economies and markets of the globalised world. This course also focuses on the Environmental Scanning of emerging markets and India’s economic interest in these emerging economies.*

**UNIT- I:** Introduction: Emerging Economies and Markets, Perspectives for evaluating emerging market potentials, Market Liberalization and Economic challenges in emerging markets

Common problems of emerging economies throughout the Globe: Political Risk, Regulatory Environment and corruption.

**UNIT-II**: PEST and SWOT Analysis of the Emerging Economies and Markets in BRICS: Brazil, Russia, India, China and South Africa.

**UNIT-III**: PEST and SWOT Analysis of the Emerging Economies and Markets in East Asia: Philippines, Vietnam, Thailand, Indonesia and Malaysia.

**Unit-IV**: PEST and SWOT Analysis of the Emerging Economies and Markets in Gulf Countries: United Arab Emirates, Saudi Arab and Iran; Africa: Nigeria and Kenya; North America: Mexico; Europe: Poland

**Suggested Readings:**

* The Little Book of Emerging Markets: How to make money in the world’s fastest growing markets by Mark Mobius, Wiley Publication
* The Fortune at the Bottom of the Pyramid by C. K. Prahalad
* The Solution Revolution by Eggers & Macmillan
* Poor Economics by Abhijit Banerjee and Esther Duflo
* The Base of the Pyramid Promise: Building Businesses with Impact and Scale (2016) by Ted London
* Emerging Markets in an Upside down World: Challenging Perception in asset allocation and investment by Jerome Booth, Wiley.

**SE 342 (SE 312) INTERNATIONAL MARKETING**

***Learning Outcomes / Competencies Intended to be Developed***

*By the end of course the students are expected to understand globalization in a holistic manner, pros and cons of International Marketing, types of International Marketing. They should be able to identify International Markets, evaluate and select the Markets to enter. Further knowing the various Entry Modes to International Markets they should be able to select the correct Entry Mode as per requirements. The students should be able to understand product development, product launch strategies, pricing strategies and channels of distribution for international markets.*

*The above said knowledge can be applied by students when they take up career roles in the domain of Marketing / International Marketing in domestic companies as well as MNC’s.*

**UNIT I**: **Decision to Internationalize**

Concept of Globalization, Effect of Globalization on Marketing Domain, Concept of International Marketing , Domestic Marketing v/s International Marketing , Evolutionary Process of Global Marketing. Types of International Marketing: Export / International / Multinational / Global / Glocal Marketing. Ethnocentric, Polycentric, Geocentric, Regiocentric (EPRG) Approach.

**UNIT II:** **International Market Identification, Evaluation and Selection**

International Marketing Research, Cross Cultural Behavior (Emic and Etic Approach), International Trade Patterns, Identification of International Markets, Segmentation of International Markets, Methods of International Markets Evaluation

**UNIT III**: **Entry Mode Decisions**

Various Modes of Entry in International Markets: Exports(Direct and Indirect , Piggybacking, International Licensing, Franchising and Leasing , International Strategic Alliances and Management Contracts , Overseas Turnkey Projects, International JV’s , Wholly Owned Foreign Subsidiaries. Factors affecting selection of Entry Modes.

**UNIT IV:** **International Marketing Mix Decisions**

Product Strategy for International Markets, Developing Products for International Markets, International Product Standardization and Product Adaptation, International Product Launch Strategies, Branding and Promotion for International Markets, Pricing Decisions and Approaches for International Markets, Terms of Payments, International Distribution Channels.

**Suggested Readings:**

* Onkivit , Shaw : International Marketing (Pearson)
* Keegan : Global Marketing (Pearson)
* Bhattacharya : International Marketing (Sultan Chand)
* Cateora, Graham &Salwan : International Marketing(Tata McGraw Hill)
* Lee and Carter : Global Marketing Management (Oxford)
* Joshi : International Marketing ( Oxford )

**SE 343 (SE 313 / SE 353) E-MARKETING AND CRM**

**UNIT I**: Introduction to E-Marketing, E-Marketing Plan, E- Marketing Strategy Consumer Behaviour in E-Marketing, Product Positioning and service Differentiation in E-Marketing, Selected case studies; Google, Amazon, Ehtiogifts etc.

**UNIT II:** Managing Product Mix, New Product Development, Pricing Strategies in E-Marketing, Managing Distribution and Logistics in E-Marketing, E-Marketing Communications, Selected Case Studies: Dell Computers, America on Line, Cisco Inc. etc.

**UNIT III:** CRM – Concept and Introduction Definition, Concept of customer acquisition, satisfaction and retention, Unethical approaches to maintain customer relationship, CRM Strategy, Relationship intensity, Components of CRM customer Life Cycle Management, Customer Life Time Value, CRM Process, CRM as A tool for managing Complaints and Adjustments.

**UNIT IV**: Diversity of Need for CRM in Different Industries: Retailing, Hospitality Industry, Banking Industry, Telecom Industry etc. CRM Vs e-CRM, CRM Implementation, Integration of CRM with ERP System, Data Warehousing and Knowledge management System CRM Facets.

**Suggested Readings:**

* Digital Marketing –Strategy Implementation and Practice by Dave Chaffey & Fiona Ellis- Chadwick, Pearson
* E-Marketing by Sanjay Mahapatra & Suman Kumar Kanth, Wiley
* Understanding Digital Marketing: Marketing Strategies for enabling the digital generation by Damian Ryan, Kogan Page

**SE 344 GLOBAL OUTSOURCING**

***Competencies Intended to be Developed -*** *The course has been designed to enable the students to have a clear understanding of Global Outsourcing. After completion of course it is expected that the student is able to assess the impact of global sourcing on business , analyze the benefits a firm gets and the associated risks when the firm engages in international outsourcing .The student should be able to devise a plan to outsource a system from client perspective and offer a plan from client viewpoint .*

**Unit I:** Overview of Global Sourcing Marketplace , Concept of Sourcing , Outsourcing , Offshoring , Nearshoring , Global Sourcing , Drivers and benefits of Sourcing , Offshoring and Outsourcing , Risks of Sourcing , Offshoring and Outsourcing , Future Trends of Offshoring and Outsourcing

**Unit II**: Models of Sourcing , Time & Material based model , Exchange based model , Netsourcing model , Joint Venture model , Enterprise partnerships model , Identifying the right processes for Outsourcing , Impact of operational and structural risks on outsourcing decisions

**Unit III**: Country attractiveness for outsourcing , Criteria for selecting locations , Suppliers core capabilities & strategies for sustainability and growth ,Overview of vendors and intermediaries, client specific capabilities, process capabilities, human resource capabilities, leveraging expertise ,Organizational learning processes in outsourcing, Enterprise partnership business model , Excellence competency model , Four Phased implementation model

**Unit IV:** Vendor Selection Strategies , Supplier selection options and associated benefits and risks , Sole supplier option , Prime contractor option , Best of breed option , Panel option , Client sourcing capabilities , Relative capabilities of domestic and offshore supplier , Legal issues in outsourcing.

**Suggested Readings :**

* Schniederjans M, Schniederjans A - Outsourcing and Insourcing in an International Context (PHI Learning)
* Oshri , Kotlarsky & Willcocks - The Handbook of Global Outsourcing and Offshoring , 3rd Edition (Palgrave)
* Brown and Wilson - The Black Book of Outsourcing : How to Manage Changes , Challenges and Opportunities (Wiley)

**Semester -IV**

**Generic Core Course (GC)**

**GC 401 CORPORATE EVALUATION AND STRATEGIC IMPLEMENTATION** - 3 Credits

***Objectives:*** *The objective of this course is to acquaint with strategic management process and develop competencies to understand competitive posture of own and competing firms in various industries.*

**Unit I:** Nature and Scope of Strategic Management, Strategic Intent; Core Competence, RBV, Capability and Organizational learning; Process of Strategic planning and Implementation, assessment of readiness to change, types and approaches to change,

**Unit II:** Integrating formulation and implementation, role of implementers at different levels, Principal managerial components of strategy execution process, building a capable organization, staffing, building core competencies and competitive capabilities, matching organization structure to strategy, organization structures of the future

**Unit III:** Context levers, Managing internal operations and actions to promote better strategy execution: Marshaling resources, instituting best practices, adopting best practices and continuous improvement, TQM, Installing Information systems and operating systems, generic model of core processes and systems, systems as action levers, corporate culture and leadership as keys to successful execution

**Unit IV:** Functional and Operational Implementation, Strategy Evaluation and Control, Everyday actions shaping organizational outcomes , Strategic Management in an International Firm; Strategy and Corporate Evolution in Indian Context.

***Suggested books:***

* *Crafting and Executing Strategy, Thompson, Arthur A, Strickland, A. J and Gamble, John, 2008, McGraw Hill/Irwin*
* *Strategic Management, Dess, Gregory G, and Miller, Alex, 1993, McGraw Hill*
* *Strategic Management, Kachru, Upendra, 2005, Excel Books*
* *Business Policy and Strategic Management, Kazmi, Azhar, 2008, Tata McGraw Hill*

**GC 402 Research Project /Business Plan – 4 Credits**

**GC 403 Comprehensive Viva Voce – 4 Credits**

**Generic Elective Course (GE) (Opt any one) – 3 Credits each**

**GE 401 ENTERPRISE PERFORMANCE MANAGEMENT**

***Objectives****: To acquaint the students with different facets of performance appraisal and control in an enterprise. To equip the students with contemporary financial and non financial tools and non financial tools and technique, enable them to apply the same in real business situations of diverse enterprises.*

**UNIT I:** Introduction to Enterprise Performance Management, Concept, Need, Linkage with Strategic Planning, Management Control and Operational Control, Performance Measurement Vs Performance Management, Organisation Goal and Goal Congruence, Case Studies.

**UNIT II:** Performance Evaluation Parameters, Financial Parameter – Responsibility Accounting – Responsibility Centres – Cost, Revenue, Profit and Investment Centres, ROI vs. EVA, Du-Pont Analysis, Transfer Pricing – Objectives, Methods–Cost based, Market Price based and Negotiated, Budgeting and Auditing as a Financial Performance Measurement Tool, Non-Financial Parameters – Balanced Score Card, Malcolm Baldrige Framework, Case Studies.

**UNIT III:** Performance Evaluation Parameters for Service Organizations and Banks, Financial Institutions and Service Organizations-Special Characteristics of Service Organisations, Internal and External Control Variable, Performance Evaluation Parameters for PSEs, Performance Evaluation Parameters for Manufacturing Concern, Case Studies.

**UNIT IV:** Performance Evaluation Parameters for MNCs, Control Variables and Adaptations Required, Performance Evaluation Parameters for Non-Profit Organizations, Performance Evaluation Parameters for Projects, Case Studies.

**Learning Resources:**

* *Text Books: Management Control Systems by Robert Anthony & Vijay Govindrajan, Management Control in Non-profit Organisations by Robert Anthony and David Young.*
* *Reference Books: Project Management by K. Nagarajan, Principles and Practice of Banking by Indian Institute of Banking Finance.*
* *Supplementary Reading Material: Management Control Systems by R.C. Shekhar, TMGH*
* *Relevant Websites and Journals*

**GE 402 MANAGEMENT OF FAMILY BUSINESS**

***Course Objective: D****istinctive strategies and managerial practices in order to achieve success. This course provides students with theoretical frameworks and practical tools to build an enlightened understanding of how to work entrepreneurially and professionally, in and with family firms, and manage the unique challenges and dilemmas faced by family enterprises effectively. To induction him to Creating value through family business management, To develop competency in managing and financing growth in family businesses, Learn issues in Governance of the family business system and issues of Managing intergenerational transitions.*

**UNIT I:** Definitions of Family business, The Nature, Importance, and Uniqueness of Family Business, The agency theory perspective, The strategic perspective: competitive challenges faced by family businesses, Competitive advantage: the resource based view, The stewardship perspective.

Family business dynamics: People, system and growing complexity: Family culture, organizational culture, and cultural blur in family firms, Women in family businesses, Multifamily ownership, Non-family employees, Managing conflicts in family firms, Family business life cycles: Life-cycle stages, Ownership transitions, Succession Norms.

**UNIT II:** The family’s relationship with business: developing a strategic vision and building teamwork: Articulating values and shared vision, How families add value: the family -business interaction factor, The benefits of family meetings, Family Councils, and Family Offices, Family retreats, Family constitutions Family Meetings, The use of facilitators and advisors, The family employment policy, Creative versus destructive conflict. Change and Adaptation: The Future of Family Business, Three states of evolution -The future state, The present state, Tapping the next generation, Thriving trough competition, Intrapreneurship: Intergenerational growth in entrepreneurial families, Global opportunities, Positive-Sum dynamics through family and enterprise leadership, Family firm recourses for the future.

**Unit III:** The Perspective of nonfamily managers, Career opportunities for nonfamily managers, Non-family managers –Relationship with the family, Motivation and rewards, Incentive design and delivery. Extending the family culture to nonfamily managers, Motivating and retaining nonfamily managers, Non-executive directors -Selecting the right candidate, A non-family manager as a bridging president or CEO. Professionalizing the boardroom, Responsibilities of shareholders to the company, Family Business governance, Organizing the board. Effective working boards -Relationship with the family. Two-tier boards, family governance in multigenerational family firms, Ownership complexity. Responding to growing complexity, Ownership policies, Business policies, Family policies. Setting up a family governance process, Structuring family governance: Family council, Boundaries between the board and the family council.

**UNIT IV:** Managing succession and the leadership challenge: The succession paradox, Resistance to succession planning Leading the transition, Succession in older family businesses - Second to third generation, Third to fourth generation and beyond, Transfer of Power and Building financial security and relinquishing control, Promoting trust among family members in the process of transferring power, Selling the business, Sale mechanics and Principle exit options, Splitting the company, Implementing the estate plan -Trusts and their uses.

**Reference Books**:

* Family business: The essentials by Peter Leach, Profile books Ltd.
* Family Business by Ernesto J. Poza & Marry S Daugherty, Cengage India
* Handbook of Family Business by Florence W. Kaslow, Jaico Books.

**GE 403 SOCIAL ENTREPRENEURSHIP**

***Objective****: The objective of this course is to help the learners to understand the essence of the entrepreneurship, management and leadership tasks in a social enterprise, and whether or not this differs from the same elements in any business.*

**Unit I:** Social Enterprises: Introduction, Need, Definitions of Social Enterprises, Characteristics and Types of Social Enterprises, Process of Social Entrepreneurship, The changing Socio-Economic context of Emerging Economies, Third Sector Research, Starting a social enterprise: Social Enterprise Networks, Models of Social Enterprise, Social Enterprise Balances

**Unit II**: Management and Theory of Social Enterprises: Organization and structure, Social Leadership, Leading the Team, Social Entrepreneurs: Income or integration, exploiting opportunity, Enhancing business enterprise, Networks and external relationships

**Unit III:** Building an Enterprise: Managing Risk, Managing Vision, Managing Stakeholders, Managing Innovation, The innovation process, Funding Formats, Social Enterprise Marketing: Ethical Behaviour, Adapting Marketing, Role of Social Marketing

**Unit IV:** The changing role of Enterprises: The third sector organizations, Measures of performance, Local problems & Local Solutions, Macro and Micro considerations for Promotion of Social Enterprises

Enterprising Social Organizations: The international experience, Enterprising Behaviour, Strategies for success, what makes social enterprises different, the theory and the practice, the entrepreneurial team

**Suggested Readings**:

* The Art of Social Enterprises: Carl Frankel & Allen Bromerger
* Social Entrepreneurship: Ram Krishna Reddy Kummitha
* Understanding Social Enterprise: Rory Ridley-Duff and Mike Bull
* Social Enterprises: Frank Martin & Marcus Thompson

**Specialisation – Marketing**

**Specialisation Subject Core Courses (SC) – 3 Credits each**

**SC 411 (SE 441) SALES AND DISTRIBUTION MANAGEMENT**

***Objective:*** *The purpose of this paper is to acquaint the student with the concepts which are helpful in developing a sound sales and distribution policy and in organizing and managing sales force and marketing channels.*

**Unit I:** Nature and Importance of Sales Management, Types of Personal Selling, The Sales Management Process, Emerging Trends in Sales Management, Selling and Buying Styles , Selling Situations, Stages in the Selling Process, The Process & Methods of Prospecting, Pre Approach & Approach Process , Methods of Sales Presentation, Handling Customer Objections, Closing the Sale and Follow Up

**Unit II:** Forecasting Market Demand, the Forecasting Process, Sales Forecasting Methods, Sales Organization, Factors Influencing Structure and Design, Types of Organizational Design. Concept of Sales Territory, Designing and Allocation of Sales Territory, Criteria for Selecting Geographical Control Units, Territory Shapes, Workload Analysis, Concept of Sales Quota, Procedure for Setting Quota, Types of Sales Quota.

**Unit III:** Recruitment and Selection of the Sales Force, Objectives, Sources and Planning for Sales Force Recruitment, Procedure of Sales Force Selection, Objectives and Design of Sales Training Program, Methods and Types of Sales Training, Sales Force Compensation Plan, Objectives, Characteristics and Components of a Sales Compensation Plan, Sales Audit, Evaluating Sales Performance.

**Unit IV:** Distribution Management:- Role of Distribution Channel, Distribution Channel Strategy, Channel Design Process, Channel Establishment Process, Comparing Channel Design, Channel Information System, Components of Channel offering, Managing Channel Conflict, Strategies of Channel Influence.

**Recommended Books:**

* Sales Management – Still, Cundiff and Govoni, Pearson Edition
* Sales Force Management – Johnston &Marshall , Tata McGraw Hill Edition
* Selling and Sales Management – Jobber & Lancaster, Pearson Edition
* Management of Sales Force – Stanton & Spiro, Tata McGraw Hill Edition
* Sales and Distribution Management – Panda & Sahdev, Oxford Edition
* Sales and Distribution Management – Havaldar, McGraw Hill Edition

**SC 412 SERVICES AND RELATIONSHIP MARKETING**

***Course Objectives:*** *Services form an essential component of many consumer societies around the world, and service experiences are an integral part of our lives. This course examines the development, distribution, pricing and promotion of services and how excellence in these areas results in service offerings that are of value to consumers. It also explores the human factor in services marketing (e.g., managing service staff, leadership, building loyal customers) and how processes, people and policies are managed to achieve and deliver exceptional service quality.*

**Unit I:** Nature and Scope of Services: Introduction, meaning of services, unique characteristics, difference between services and tangible products, service sector, classification of services, growth of service sectors and service industries. Services Marketing: Introduction, concept and evolution of services marketing, meaning of service marketing, myths encountered in services, Marketing Framework and challenges for Service Businesses, need for service marketing, and growth in Services Marketing. Service Management Trinity

**Unit II:** Marketing Strategy for Services: Introduction, Need for segmentation of services, bases of segmentation in services, segmentation strategies in service marketing, need for targeting and positioning of services, positioning strategies for services, positioning through Product/Service Delivery Strategies, Positioning through Pricing Strategies, Positioning through Distribution Strategies, positioning through Sales Promotion and Advertising, Service Differentiation Strategies. Services Marketing Mix and Gaps Model Introduction, 7Ps of service marketing, service gaps framework, perceived service quality, models of service marketing. Innovations in Services Marketing. Consumer Behavior in Services: Customer Expectations in Services, Service Costs Experienced by Consumer, the Role of customer in Service Delivery, Conflict Handling in Services, Customer Responses in Services, Concept of Customer Delight

**Unit III**: Service Development and Quality Improvement: Introduction, Types of New Service Development and its Stages, Types of new services, Stages in new service development, Service Costs Incurred by the Service Provider, service Blue Printing, service Development – Need, Importance and as a Measure of Competitive Advantage, service Quality Dimensions, Service Quality Measurement and Service Mapping, Improving Service Quality and Service Delivery, Service Failure and Recovery. Customer Defined Service Standards: Introduction, Customer Defined Service Standards- Hard and Soft, Concept of Service Leadership and Service Vision, Meeting Customer Defined Service Standards, Service Flexibility Versus Standards, Evaluate Strategies to Match Capacity and Demand, Managing demand, Managing supply, managing Demand and Supply of Service – Lack of Inventory Capability, applications of Waiting Line and Queuing Theories to Understand Demand Pattern.

**Unit IV:** Customer Relationship Management: Introduction, Meaning and Definition of CRM, Importance of CRM, Concept and Growth of Relationship Marketing, Scope of Relationship Marketing, Lifetime Customer and Customer Loyalty, Benefits and difficulties of CRM, CRM Process and Implementation: Introduction, Customer Development Process, customer Retention, Customer satisfaction, Importance of customer retention, Customer Retention Strategies, Customer Life Time Value, Technological Support in CRM: Customer Databases and Information Systems, Database Marketing Strategies, enhancing Customer Loyalty and Profitability through Technology

**Recommended Books:**

* Services Marketing: Integrating Customer Focus across the Firm by Valarie Zeithaml & Mary Jo Bitner, McGraw Hill
* Services Marketing: People, Technology, Strategy by Cristoher Lovelock, Pearson India

**Specialisation Subject Elective Courses (SE) (Opt any two) – 2 Credits each**

**SE 411 MANAGING RETAIL BUSINESS**

**Unit I:** Introduction to the Retailing System, Role, Relevance, Trend, Characteristics of Retailing, Changing face of Retail Industry in India, Retailing Mix, Definition, Structure and Future of Retail Business, Customer Buying Behaviour, Organised v/s unorganised retailing importance and Scope of Retailing, Evolution of Retail Competition. The Wheel of Retailing, the Accordion, The Retail Life Cycle, Emerging Trends in Retailing.

**Unit II:** Retail Market Strategy, Retail Formats, Types of Retailers, Multichannel Retailing, store, Layout and Design, Visual Merchandising and displays.

**Unit III:** Retail Location, Theories of Retail Location, Site Selection, Traffic Flow and Analysis, Human Resource Management, Retail Communication Mix Strategy

**Unit IV:** Planning Merchandise Assortment, Role of Shelf Management, Buying Merchandise, Pricing, Relationship Management.

**Suggested books:**

* Levy, M. And Barton A. Weitz Retailing Management, Irwin, London
* Morgenstein, M. And Harriat Strongin, Modern Retailing, Prentice Hall

**SE 412 INDUSTRIAL MARKETING**

**UNIT I:** A Business Marketing Perspective: Basic concepts and Perspective on B2B – Customer Types, Derived Demand, Characteristics of B2B and B2C markets; Classification of Goods; Understanding Organizational Buying Behaviour:- Buying Process, Forces determining behaviour – Buying Situations, TCO, KAM, Buying Centre & Risk Management Strategies; Segmenting Business Markets-Requirements, Bases for Segmenting – Macro and Micro, Segmentation Process, Implementation.

**UNIT II:** Managing Products for Business Markets:-Product Quality & Customer Value, Product Value, Product Policy, Planning Industrial Product Strategy, Technology Adoption Life Cycle; Pricing Strategy for B2B Markets- Pricing Process, Value Based Pricing, Cost Determinants, Pricing across PLC, Competitive Bidding; Channel Management, Supply Chain & E-Commerce:- Direct & Indirect channels, Entities, Design & Administration; Role of E Commerce; Supply Chain Design and Planning.

**UNIT III**: Branding of B2B products :-B2B branding concepts, B2B Brand Architecture; Managing Relationships in Business Markets:-Relationship Spectrum; Managing Buyer – Seller Relationship; Customer Profitability Analysis; CRM Strategy; Relationship Marketing Effectiveness; Sales Force Management in B2B :-Personal Selling Organization; Key Account Management; Business Marketing Communication-B2B Social Media, Customer decision journey,B2B Top performers.

**UNIT IV**: Types of Bids & Tenders, Public Private Partnership, Project Marketing Vs Product Marketing, Management of Services in Business Markets, Buying outside services, Evaluation & Control of Marketing Efforts; Emerging trends in B2B Marketing: E-commerce and effects of Digital Technology, Green practices for sustainability.

**Text book:**Sharad Sarin, Business Marketing: Concepts and cases, *Mc Graw hills publications* (2013), New Delhi.

**Reference books:**

* Robert P. Vitale, *Waldemar Pfoertsch, Joseph Giglierano: Business-To-Business Marketing: Analysis And Practice.*
* *Robert R, Reeder, Edward G. Brierty and Betty H. Reeder: Industrial Marketing – Analysis, Planning and control, 2e,PHI Learning Private Ltd., New Delhi*
* Business Marketing Management: B2B, by Michael D. Hutt, Dheeraj Sharma & Thomas W. Speh (11th edition).

**SE 413 RURAL MARKETING**

**Unit I:** Introduction-Definition, Scope of Rural Marketing, Concepts, Components of Rural Markets, Classification of Rural Markets, Rural versus Urban Markets, E-rural Marketing

**Unit II:** Rural Marketing Environment: Demographics, Support and Infrastructure Facilities, Rural Credit Institutions, Rural Retail System, Problems in Rural Marketing, Rural Demand, Rural Market Index.

**Unit III:** Rural Consumer and Consumer Behaviour: Lifestyle, Personality and Brand Belief, Opinion Leadership Process, Social Factors, Technological Factors, Economic Factors, Political Factors, Information Search and Pre Purchase Evaluation, Segmenting, Targeting and Positioning, Product Strategy, Branding in Rural India, Various Media Channels.

**Unit IV:** Distribution Strategy: Accessing Rural Markets, Coverage Status in Rural Markets, Channels of Distribution, Evolution of Rural Distribution Systems – Wholesaling, Vans, Rural Mobile Traders, Haats/Shandies, Public Distribution System, Co-operative Societies, Prevalent Rural Distribution Models – Distribution Models of select FMCG Companies.

**Suggested books:**

* Rural Marketing, Pradeep and Siddhartha Raut Biztantra
* Rural Marketing – CG Krishnamacharyulu, Lalitha Ramakrishnan – Pearson Education.
* Gopalswamy, I.P. – Rural Marketing, Wheeler
* Sukhpal Singh, Rural Marketing Management Vikas
* Samiuddin et.al. (Ed.), Rural Marketing, National.
* Sanal Kumar Velayudhan, Rural Marketing, Response Books.
* Raja Gopal, Rural Marketing, Rawat.

**SE 414 (SE 454) SUPPLY CHAIN AND VENDOR MANAGEMENT**

**UNIT I:** Introduction; Historical Background; Concept of Supply Chain Management; Growth of Supply Chain; The Value Chain for SCM; Integrated Supply Chain; Strategic SCM; Major Trends in SCM; Strategic Decisions in Supply Chain; Customer Focus in SCM

**UNIT II:** Vendor Management; Buyer/Vendor perspective to SCM; Buyer-Vendor Relations; Vendor Evaluation Problem; General Problems of Vendor Quality; Framework for Vendor Quality Survey; Vendor Scoring and Assessment; Vendor Selection- Auctions and Negotiations; Design Collaboration; Role of Sourcing in Supply Chain; In-House or Outsource; Procurement Process; Sourcing Planning and Analysis.

**UNIT III:** Inventory Management; Inventory related costs; Types of Inventory; Managing Cycle Stock; Managing Safety Stock; Capturing Uncertainty in Demand; Managing Seasonal Stock; Planning for Seasonal Demand; Analyzing Impact of Supply Chain Redesign on the Inventory; Managing Inventory for Short Life Cycle Products; Multiple item, Multiple location Inventory Management; Selective Inventory Control Techniques.

**UNIT IV**: Transportation Interface; Transport Selection; Carrier Selection; Number and Size of Depots/Warehouses/Storehouses; Choice of Transport Mode; Re-Engineering of Supply Chain; IT Enabled Supply Chain; Data Mining and Data Warehousing in Supply Chain Management; Best Practices and Benchmarking for Supply Chain; Green Supply Chain; Towards a World Class Supply Chain Management.

**Recommended Readings:**

* Essentials of Supply Chain Management by Dr. R.P. Mohanty and Dr. S.G. Deshmukh; Jaico Publications.
* Supply Chain Management by Janat Shah; Pearson Publications.
* Supply Chain Management, Strategy, Planning, and Operation by Sunil Chopra, Peter Meindl, D.V. Kalra; Pearson Publications.

**SE 415 EVENT MANAGEMENT**

***Course objectives:*** *The purpose of this course is to enable the students to acquire a general knowledge about "event management" and to become familiar with management techniques and strategies required for successful planning, promotion, implementation and evaluation of special events.*

**Unit – I:** Introduction to Events: Scope - Nature and Importance – Types of Events - Unique features and Practices in Event Management - Key steps to a successful event. The role of an Event Planner, The Qualities of a good Event Planner. Getting to know the client, planning correctly for the type of event: who, what where and how? Preparing an event proposal.

**Unit – II:** The Dynamics of Event Management: Event Planning and organizing, , Choosing a location, Planning for a catered event, Equipment hiring, Event decorations, Entertainment Planning, Problem Solving and Crisis Management, Participants Management, Managing People, Time and Site Infrastructure.

**Unit – III:** Introduction to Meetings, Incentives, Conferences, and Exhibitions (MICE): Planning MICE, Components of the Conference Market, Characteristics of Conferences and Conventions, the nature and demand of Conference markets- The Economic and Social significance of Conventions, process of Convention Management.

**Unit – IV:** Event Marketing – Customer care – Marketing equipments and tools – Promotion, Media Relations and Publicity - Event Co-ordination – Visual, Electronic and web Communication – Pricing of Event Management services. Event Presentation – Event Evaluation – Case Studies of events.

**Reference Books:**

* Avrich Barry, EVENT AND ENTERTAINMENT MARKETING, Vikas,Delhi.
* Bhatia A.K. (2001), EVENT MANAGEMENT, Sterling Publishers, New Delhi.
* David C. Watt, EVENT MANAGEMENT IN LEISURE AND TOURISM, Pearson
* Joe Gold Blatt,), SPECIAL EVENTS- BEST PRACTICES IN MODERN EVENT MANAGEMENT, John Wiley and Sons

**Specialisation – Finance**

**Specialisation Subject Core Courses (SC) – 3 Credits each**

**SC 421 WORKING CAPITAL MANAGEMENT**

***Objectives****: The objective of the course is to acquaint the students with the importance of the working capital in business and the techniques for effective working capital management.*

**Unit I:** Concept, Importance and kinds of working Capital, Factors Determining Working Capital, Estimating the requirements of Working Capital, Management of Cash – Motives for Holding cash and marketable securities, Cashless System, Managing the Cash Flows, Types of Collection Systems, Cash concentration Strategies, Disbursement Tools, Investment in Marketable Securities; Forecasting Cash Flows.

**Unit II:** Managing Corporate Liquidity and financial Flexibility, Measures of Liquidity, Determining the Optimum Level of Cash Balance, Baumol’s Model, Miller-orr Model, Receivables Management, Determining the optimum receivable Policy, Marginal Analysis, Credit analysis.

**Unit III:** Inventory Management-kinds of Inventories, reasons and benefits, Costs of maintaining Inventory, Inventory Management techniques, ABC EOQ, Just in Time, Risks in Inventory Management.

**Unit IV**: Financing of Working Capital, Integrating working Capital and Capital Investment Processes, Money Market in India, Banking system in India, Working capital Control and Banking Policy in India, Instruments of Indian and International Money Market, Managing Short-term International transactions.

**Suggested Reading:-**

1. Working Capital Management Text & Cases by V.K. Bhalla, S. Chand & Company
2. Working Capital Management Strategies & Technique by H. Bhattacharya, PHI
3. Working Capital Management by RP Rustogi, Taxmann’s
4. Working Capital Management-Application & Cases by James S. Sagner, Willey
5. Essentials of Working Capital Management by James Sagner, Essential series, Willey

**SC 422 FINANCIAL DECISIONS AND ANALYSIS**

*Objectives: The basic objective of this course is to comprehensively understand the intricacies and integrative nature of financial decision making for creation of value.*

Unit I: Concepts in valuation, market risk and return, valuation and management of bonds , shares and their valuation, portfolio theory , Portfolio theory, asset pricing models, valuation- methods- free cash flow approach to equity and firm valuation

Unit II: Investment in assets and Required Returns: Principle of Capital Investment/Capital Rationing Inflation and Budgeting, Risk and real options in capital budgeting Creating value through required returns.

Unit III: Financing policies: Theory of Capital Structure, Making Capital Structure Decision, long term- financing, lease financing, issuing securities, fixed – income financing, Hybrid financing, financing through private equity and venture capital

Unit IV: Dividend Policies and signaling, stock dividend and share repurchase, effect of stock dividend, splits on shareholders’ equity, capital market financing and risk management.

Expansion and contraction: mergers for corporate control Legal, and procedural aspects of merger decision; Takeover code; goodwill and valuation of shares; accounting treatment in pooling and purchase method, Determination of Exchange ratio, Corporate and distress restructuring.

***Suggested books:***

1. *Financial Management and Policy, Horne, Van and Dhamija, S. 13 th edition, Pearson*
2. *Strategic Financial Management, Kishore, Ram, 2013, Taxman*
3. *Business Valuation, Mohanty, P, 2015, Taxman*
4. *Financial Management, Khan, M.Y, Jain, P.K, 2010, McGraw Hill*
5. Mergers and Acquisitions, Aurora, Shetty and Kale, 2011, Oxford Higher Education

**Specialisation Subject Elective Courses (SE) (Opt any two) – 2 Credits each**

**SE 421 INSURANCE SERVICES**

***Objectives:*** *This course familiarizes students with concepts of insurance and types of insurance services offered by companies and the regulatory environment for insurance services*

**UNIT I:** Risk: Alternative Definitions, Types of Risk, Risk Management Process and Methods, Objectives of Risk Management, fundamentals of corporate risk management- risk management and shareholder’s wealth, Risk Pooling and Insurance including, Review of Probability Concepts

**UNIT II:** Institutions for Insurance and Reinsurance - Economic Rationale and requirements, Insurance Laws and Regulation, principles of insurance contract- documentation/underwriting and claims.

**UNIT III:** Insurance Pricing, Asymmetric Information / Moral Hazard / Adverse Selection,Marketing os insurance products- Coinsurance, Life Insurance, Auto Insurance, Home Insurance, Worker Compensation / ESIC, Health Insurance Commercial, Insurance: Transport, Marine, Catastrophe, Liability etc

**UNIT IV:** Pension Plans, Corporate Risk Management and Insurance, Actuarial Mathematics

**Recommended Books:-**

* Risk and insurance – Denenberg, Eilers, Melone and Zelton.
* Introduction to insurance – Dorfman.
* Property and liability insurance – Huebner, Black and Cline.
* Insurance principles and practices – Riegel, Miller and Williams.
* Life insurance – Black and Skipper.

**SE 422 (SE 442) INTERNATIONAL FINANCIAL MANAGEMENT**

*Objective: To develop conceptual framework within which financial decision of multinational firm can be analyzed.*

**UNIT I:** Overview of International financial system, monetary system, balance of payments and international economic linkages, Nature of foreign exchange market, exchange rates, Spot and forward rates, reasons for difference between spot and forward rates, Economic, transaction and translation exposure,

**UNIT II:** Micro factors governing exchange rate behaviour- law of one price, Purchasing power parity, interest rate parity, International fisher effect, Currency risk management alternatives - natural and operating hedge,

Currency market hedges – forward contract, futures contract, currency options, currency swaps

**UNIT III**: International portfolio investment, factors affecting cash flows in capital budgeting decisions,

Risk reduction through diversification, corporate strategy and FDI, International financing, Borrowing alternatives, foreign subsidiary capital structure and financing of foreign affiliates, short term financing strategy and financing options

**UNIT IV:** Structuring International trade transactions- draft, bill of lading, Letter of credit, counter trading, factoring, forfeiting, Cash management practices- bilateral and multilateral netting, International Tax planning, transfer pricing

**Reference books:**

* Multinational Financial Management, 10thedition, Alan C. Shapiro
* International Financial Management, Madhuvij, Excel books
* International Financial Management, Apte, Tata McGraw Hill, 2010
* Multinational Business Finance, Eilteman, D.K., Stonehill, A.I., and Moffett, M.H., Pearson Education.

**SE 423 EQUITY RESEARCH & DERIVATIVES**

**Unit 1:** Meaning and scope of Equity research; Functioning of Equity Markets; Fundamental Analysis (Industry Analysis and Company Analysis); Financial Modelling and analysis of past performance.

**Unit 2:** Technical Analysis – understanding various charts and their features and patterns; Bullish trend, Bearish trend, Price chart ,Line Chart, Bar Chart, Japanese candle stick chart; Chart patterns – support and resistances, reversal pattern, head and shoulder formation and inverse head and shoulder formation; Continuation patterns – Triangles, Flags and Pennants;

**Unit 3:** Types of Derivatives, Pricing of Forwards and Futures; Hedging, Trading Strategies and Risk management using forwards and futures contracts.

**Unit 4:** Types of Option contracts, Pricing of Options – Binomial Model and Black –Scholes –Merton Model, Option Greeks and their applications; Trading Strategies using options. Swaps and their applications.

**Suggested Reading:-**

* Don M Chance, An Introduction to Derivatives and Risk Management, Cengage
* John C Hull and Sankarsan Basu, Options, Futures and Other Derivatives, Pearson
* Dun and Bradstreet, Equity Research and Valuation, McGrawHill Professional

**SE 424 BUSINESS VALUATIONS AND INVESTMENT BANKING**

**Unit I:** Introduction to Valuation, Discounted Cash Flow Valuation, Measuring and Forecasting Cash Flows, Equity Discounted, Cash Flow Models, Firm Valuation Models.

**Unit II:** Relative Valuation, Equity multiples, Value Multiples, Employee Equity Options and Compensation, Value of Intangibles, Control and Liquidity, Case Studies.

**Unit III:** Role and functions of Investment Banks, Investment Banking and allied activities, Primary markets and security issuances, Domestic Issue Management, Underwriting.

**Unit IV:** Global capital market offers, Buy-backs and delisting, Private equity and placement, Advisory Services, Project Advisory, Corporate Restructuring, Structured Finance, Wealth Management, Risk Management.

**References:**

* Damodaran on Valuation 2nd Edn Wiley Finance
* Investment Banking, 2nd Edn, Pratap Giri S, McGrawHill

**SE 425 CORPORATE FINANCIAL REPORTING AND ANALYSIS**

**UNIT I:** Introduction Qualitative Characteristics of accounting information, components of Corporate Financial Report – complete set of financial statements, External Auditors’ Report, Board of Directors’ Report, Management Discussion and Analysis, Corporate Governance Report, Voluntary Disclosure, Case Studies.

**UNIT II**: Disclosure Quality, Economic Value Added (EVA) – Concept, Use of EVA, Economic Value Added Statements, Segment Reporting-Objectives, business segment and geographical segment, Reportable Segments, Primary and secondary reporting segments, Case Studies.

**UNIT III**: Related Party Disclosures – Related parties as per IAS 24. Key management personnel, significance or related party disclosure, Discontinuing Business, Earning per equity share, Global Reporting Initiatives, Case Studies.
**UNIT IV**: Disclosure requirements as per Stock Exchanges / SEBI and other institutions, Financial Analysis – Fundamental principles, quality of earnings, Earnings Management, Potential Red Flags in Financial Analysis, Common Size Financial Statements, Ratio Analysis-limitations of accounting measures, Guidelines for Ratio Analysis, Trends Analysis and Cross Sectional Analysis, Case Studies.

**Books Recommended**:

* Financial Accounting for Business Managers – Asish K Bhattacharya – PHI
* Financial Accounting for Management – Ambrish Gupta – Pearson.
* Corporate Financial Reporting and Analysis by David Young & Jacob Cohen, Willey
* Corporate Financial Reporting – Theory & Practice by Andrew Higson, Sage

**Specialisation – Human Resource**

**Specialisation Subject Core Courses (SC) – 3 Credits each**

**SC 431 TALENT ACQUISITION AND PERFORMANCE MANAGEMENT**

***Objective:*** *It aims to impart an understanding of talent management through insights on strategies for acquisition and retention of talent in organization. This course also deals with developing students’ knowledge on concept, process, system and strategies for managing performance of employees in organization.*

**Unit I:** Talent Management: Concept and approaches; Framework of talent management; Talent identification, integration, and retention, Talent Management Practices and Process: Building the talent pipeline; Managing employee engagement; Key factors and different aspects of talent management; Using talent management processes to drive culture of excellence; Talent management in India; Future directions in talent management practice and research; managing talent for high performance work systems.

**Unit II:** Conceptual Framework of Performance Management: Performance management process; Objectives of performance management system; Performance management and performance appraisal; Linkage of performance management system with other HR practices.

**Unit III:** Components of Performance Management System: Performance planning; Ongoing support and coaching; Performance measurement and evaluation; Performance management and appraisal; Methods of performance appraisal; Appraisal Communication; Identifying potential for development; Linking pay with performance.

**Unit IV** Implementation and Issues in Performance Management: Implementing performance management system- Strategies and challenges; Characteristics of effective performance metrics; Role of HR professionals in performance management; Performance management as an aid to learning and employee empowerment; Performance management documentation; Performance management audit; Ethical and legal issues in performance management; Use of technology and e-PMS, Performance management practices in Indian organizations.

**Note:** Lectures will be supplemented with case studies.

**Suggested Readings:**

* Berger, Lance, Talent Management Handbook: Creating a sustainable competitive advantage by selecting, developing, and promoting the Best People, Mc-Graw Hill
* Armstrong, M. & Baron, A., Performance management and development, Jaico Publishing House, Mumbai.
* Armstrong, M., Performance management: Key strategies and practical guidelines, Kogan Page, London.
* Bhattacharyya, D.K., Performance management systems and strategies, Pearson Education.
* Robert B., Performance management, McGraw-Hill Education India.
* Rao, T.V., Performance management and appraisal systems: HR tools for global competitiveness, Response Books: A division of Sage Publications.

**SC 432 CROSS CULTURAL MANAGEMENT**

***Objective:*** *The objective of this course is to equip students with the knowledge on cross-cultural management issues and related behavioural variables in the management of global organizations.*

**Unit I -** The Concept and characteristics of Culture, Culture and Behaviour, Layers of Culture, Cultural determinism, Relativism, Ethnocentrism, Organization culture, Dimensions of Culture and their influence on Organizations, Organizational Culture and Diversity

**Unit II -** Cross Cultural concept and issues in Organizations, Cross Cultural Differences, Cross Cultural Analysis, International Business Entities, Globalization- Drivers, Advantages and Disadvantages of Globalization, Interrelations of Globalization and Culture, Cross Cultural Framework (Geert Hofstede and Harry Triandis), GLOBE study on national culture

**Unit III –** CultureandStrategy**,** Cross culturalinfluence and Technology, Culture and styles of Management, Cross Cultural Decision Making, Cross Cultural Communication and Negotiation, Conflicts and cultural differences, Managing Cross Cultural Teams, Culture and Leadership, Ethics in International Business

**Unit IV** - Diversity of HRM in international context, Key HR Challenges facing organisations working internationally, Core functions of IHRM and Managing Diversity- Recruitment, Selection Process, Expatriates (International Adjustment), Expatriation & Repatriation Management, Performance Appraisal, Cross Cultural Training & Development, Compensation, International Industrial Relations, Quality Circles, Participative Management

**Suggested Readings:**

* Marie-Joelle Browaeys and Roger Price: Understanding Cross-Cultural Management, Pearson
* Dipak Kumar Bhattacharya : Cross cultral managrment, Text and cases, PHI Learning Private Limited
* G. Hofstede, Cultures and Organizations : Software of the mind, McGraw-Hill
* Puffer, S.: Management Across Cultures. Insights from Fiction & Practice, Blackwell Business
* Schneider, S. C, Barsoux, J. : Managing across cultures, Prentice Hall/Financial Times,
* Deresky Helen : International Management; Managing Across Borders and Cultures, Pearson Education India
* Gannon Martin J. and Newman Karen: The Blackwell Handbook of Cross- Cultural Management
* Thomas, D. C., & Peterson, M. F. (2014). *Cross-cultural management: Essential concepts*. Sage Publications.

**Specialisation Subject Elective Courses (SE) (Opt any two) – 2 Credits each**

**SE 431 LEADERSHIP INFLUENCE AND POWER IN ORGANISATIONS**

**Unit 1:** Concept of Leadership, Characteristics of the Leader, Importance of Context for Leadership, Perspectives on Effective Leadership Behaviour, Managing the Work, Managing Relations, Leadership and Emotions, Leadership and Ethics, Culture and Leader effectiveness (GLOBE study)

**Unit 2:** Approaches to Leadership:Trait Approach, Behavioural Theories, Ohio state Leadership Studies, Michigan Studies, Group dynamics Studies, Rensis Likerts’s Management System, The Leadership Grid, Contingency Theories-Tannebaum-Schmidt Continuum, Fiedler’s Contingency Model, House Mitchell Path Goal Theory, Vroom Yetten Contingency Model and Hersey-Blanchard Tridimensional Leader Effectiveness Model

**Unit 3:** Sources of Power and Influence, Influence Tactics for Leaders, Influential Process and Managerial Effectiveness, Impression Management, Defensive behaviour

Politics: Power in Action, Causes and Consequences of Political Behaviour

Contemporary leadership- Charismatic leadership, Transformational leadership, Authentic leadership, Servant leadership

**Unit 4:** Leadership in Teams and Self-Managed Group, Leading Meetings, Developing Leadership Skills – Leadership Development Strategy, Lean leadership- concept, principles, lean leadership at different organization levels, and methods for continuous improvement.

***Suggested Readings***

* P, Robbins. Stephan. Timothy, and Vohra (2013). Organizational Behaviour. New Delhi: Prentice Hall Inc.
* Newstorm. & Davis Keith. (2006). OB : Human Behaviour at Work. McGraw Hill.
* Hersey, P., Blanchard. K. H., & Johnson, D. E. (2001). Management of Organizational Behaviour: Leading Human Resources. Prentice Hall.
* Biech Elaine. The ASTD Leadership handbook, VIVA Books
* Yukl Gary. Leadership in Organizations, Prentice Hall
* Jeffrey K. Liker and Gary L. Convis. Toyota way to lean leadership

**SE 432 LEGAL FRAMEWORK FOR HRM**

**UNIT –I:** Factories Act, 1948 : Approval, licensing & registration of factories-inspecting staff- provisions regarding health, safety & welfare- working hours of adults, employment of young person & women-annual leave with wages-registers and records- penalties & procedures, Contract Labour (Regulation & Abolition) Act, 1970: Aims & objectives of the act-essential ingredients of the act-registration of establishment-license by contractor- granting certificate of registration-responsibility & liability of the principal employer- inspecting staff-welfare & health of contract labour

**UNIT – II:** Payment of Wages Act, 1939: Main aims, objectives, definitions & scope, Minimum Wages Act, 1948: Main provisions, objectives, definitions & scope, Workmen’s Compensation Act, 1923-: Objectives of the act- definitions-employer’s liability for compensation- procedure for compensation

**UNIT –III:** Employee’s Provident Fund (and Misc. Provisions) Act,1952: Exempted establishments-employee family pensions-employee’s deposit –linked insurance schemes-mode of recovery of money due from employer-priority of payment of contribution over debts, Employee’s State Insurance Act, 1948 (ESI): contributions, administrative arrangements-benefits (sickness, maternity, dependent)- medical benefit-provision of medical treatment by state government- penalties

**UNIT – IV**: Payment of Bonus Act, 1965: Computation of gross profit & available surplus – eligibility & disqualifications for bonus-payment of minimum/maximum bonus-set-on & set-off of allocable surplus-penalty provisions with respect to bonus linked with production or productivity, Payment of Gratuity Act, 1948: Objective of the act- nomination-determination of amount of gratuity-employer’s liability for gratuity-recovery of gratuity-cognizance of offence-protection of gratuity against attachment, Maternity Benefit Act, 1961: Aims- objectives & scope- admissible benefits & eligibility-role of inspector

**SUGGESTED READINGS:**

* Kapoor, N. D. Industrial Law: *Sultan Chand Publication*
* Srivastava,S.C. Industrial Law: *Vikas Publications*
* Malik, P.L .Labour Law : *Eastern Book Company*
* Chakraborty, B.K . Labour Laws In India: *Prentice Hall Inc.*

**SE 433 TECHNOLOGY AND HRM**

***Objectives****: This course aims to discuss the major aspects of technological change, its influence on human resource management strategies, and competencies of HR practitioners to cope with such changes.*

**Unit I:** Technology: role in organization, Classification of Technology, Evolution of HR Technology, Human issues in Socio Technical System (STS), Technological Change and issues in HRM, Work life balance, HR for sustainable competitive advantage.

**Unit II:** Concept and process of Technological Innovation, Employee relationship management and role of technology in communication, Learning Organisation, Strategic Role of Human Resource Management in technological change, Managing innovations and creativity, Intellectual Capital.

**Unit III**: Knowledge Management- Need, Process, & Impact, Virtual Organisations, Performance/Potential Evaluation in the Context of New Technology Transfer, TQM and HRM, Issues in Manpower Training Career Development Technological Change, e- learning, HR outsourcing.

**Unit IV:** Human Resource Information System (HRIS), Components and function of HRIS, Types of HRIS and its use in organization, Role and competencies of HR professionals in IT enabled organizations, e-HR and benefits of Web enabled service applications.

**Recommended Books:-**

* Manpower Development for Technological Change – Kanchan Bhatia, Shweta Mittal :Excel Books
* Technical Changes with Human Resources – Dr. Shoeb Ahmad: Discovery Publishing House Pvt. Ltd.

**SE 434 HUMAN RESOURCE AUDIT**

***Objective:*** *The focus of this paper is to develop an understanding of human resource planning, valuation, and audit. It aims to recognize the strengths and identify needs for improvement in human resource function.*

**UNIT I: Human Resource Planning**

Concept and Significance, Macro and Micro levels of Human Resource Planning, Process of Human Resource Planning – Demand Forecasting, Supply Forecasting Determining Human Resource Requirements, Action Planning, Monitoring & Control. Factors in HRP, Redundancies & Reallocation of Human Resource, HRP Techniques and its Formulation under Situations, Human Resource Information System, Technological Changes in HRP, Controlling HR cost.

**UNIT II: Human Resource Accounting**

Concept of Human Capital, Its nature, Human capital and Economic Development, Uses of HRA, Human Resource as an Asset, Investment in Human Capital : Effect on Earnings, Investment in Human Capital : Rate of Return. Measuring Human Resource Cost – Concept & Methods, Determining Human Resource Value – Concept & Theory, Monetary Measurement Methods – H.R.A. Modules, Non Monetary Measurement Methods, H.R.A. in India.

**UNIT III: HRD Audit**

Identifying the Human Resource Audit Goal, Defining the Audit Team, Approaches to Human Resource Audit, and Benefits of Human Resource Audit, Role of HRD Audit in Companies, Methods and its limitations, Balance Score card Approach, HRD Score card Approach.

**UNIT IV: Areas for HR Audit**

Audit of HR Planning , Audit of HR Development, Audit of Training, Audit of Industrial Relations, Audit of Managerial Compliance , Audit of HR Climate , Audit of Corporate Strategies

***Suggested Readings***

* Dasgupta, N. Human Resource Accounting.
* Beker., Gery. S. Human Capital.
* Angela Baron & Michael Armstrong, Human Capital Management- Achieving Added Value Through People, Kogan Page
* Eric G. Flamholtz, Human Resource Accounting-advances in concepts, Methods, and Applications, Kluwer Academic Publishers
* Jac Fitz-enz, The ROI of Human Capital-Measuring The economic Value of Employee Performance, Amacom
* M K Kolay, Human Resource Accounting, ICWAI
* John McConnell, Auditing your Human Resources Department
* T V Rao, HRD Audit

**Specialisation – International Business**

**Specialisation Subject Core Courses (SC) – 3 Credits each**

**SC 441 MANAGEMENT OF GLOBAL COMPANIES**

**Unit I:** Defining MNCs; Characteristics of MNCs; Types of MNCs; Evaluation of MNCs-A Theoretical Perspective; Economic and Regulatory International Environment; Social, Political and Cultural International Environment

**Unit II:** Strategy and MNCs; Models of Entry and Strategic Alliances: Organisational Structures of MNCs; Management Control System in MNCs; Strategic Issues for Indian MNCs

**Unit III:** Marketing Management in MNCs, Operations Management in MNCs, Human Resource Management in MNCs, Financial Management in MNCs

**Unit IV:** Ethics and Social Responsibility in MNCs, Challenges of Globalization, Towards Transnational Companies; Enterprise Risk Management in MNCs.

**Suggested Readings:**

* Management of Multinational Corporations, ICFAI Center for Management Research , ISBN81-7881-986-4.
* Management of Multinational Corporations, Himalaya Publishing house; First Edition (2009), Dr. M.S. Khan
* Manab Adhikary, Global Business Management In an International Economic Environment (2001), Macmillan India Limited, New Delhi.

**SC 442 INTERNATIONAL LOGISTICS MANAGEMENT**

**Unit I:** Global Operations Management, Concept of Operations Management, Strategic Options for Transnational Operations, Global Integration vs Local Responsiveness, Global Supply Chain Management, Value Chain Concept, Concept of Global Supply Chain Management, Physical Distribution Management, Managing Global Supply Chain, Warehousing, Inventory Management, Packing and Unitization .

**Unit II:** International Logistics System, Concept and Critical Elements of a Logistics System, International Transport System, World Shipping, Overview of Ports, Liners and Tramp Operations, Types of Ships and International Trade, Overview of Ports, Global Port Operations, Shipping Conferences, Freighting Methods of Shipping Conferences, United Nation Code of Conduct for Liner Conferences

**Unit III:** Characteristics of Shipping Industry, Open Registry System, Downside of flag of Convenience (FOC) System, The Shippers Association, Role of Intermediaries in Shipping Industry, C& F Agents, Freight Forwarders, Third Party Logistics Operators, Fourth Party Logistics Operators Outbound Logistics, Ocean Freight Structure.

**Unit IV**: Purpose and Scope of International Contract Terms, Structure of International Contract Terms, Incorporation of Incoterms into the Contract of Sale (Incoterms 2000 and 2010), Details of Incoterms 2010, Concept and Benefits of Containerization, Types of Containers , Global Trade and Containerization, Container Leasing Practices, Inland Container Depots.

**Recommended book(s):**

* International Logistics – David , Biztantra Edition
* International Logistics – Wood , Barone , Murphy and Wardlow , Pinnacle Learning Edition
* Logistics Management – Sople , Pearson Edition
* Logistical Management- Bowerox and Closs , McGraw Hill Edition

**Specialisation Subject Elective Courses (SE) (Opt any two) – 2 Credits each**

**SE 441 (SC 411) SALES AND DISTRIBUTION MANAGEMENT**

***Objective:*** *The purpose of this paper is to acquaint the student with the concepts which are helpful in developing a sound sales and distribution policy and in organizing and managing sales force and marketing channels.*

**Unit I:** Nature and Importance of Sales Management, Types of Personal Selling, The Sales Management Process, Emerging Trends in Sales Management, Selling and Buying Styles , Selling Situations, Stages in the Selling Process, The Process & Methods of Prospecting, Pre Approach & Approach Process , Methods of Sales Presentation, Handling Customer Objections, Closing the Sale and Follow Up

**Unit II:** Forecasting Market Demand, the Forecasting Process, Sales Forecasting Methods, Sales Organization, Factors Influencing Structure and Design, Types of Organizational Design. Concept of Sales Territory, Designing and Allocation of Sales Territory, Criteria for Selecting Geographical Control Units, Territory Shapes, Workload Analysis, Concept of Sales Quota, Procedure for Setting Quota, Types of Sales Quota.

**Unit III:** Recruitment and Selection of the Sales Force, Objectives, Sources and Planning for Sales Force Recruitment, Procedure of Sales Force Selection, Objectives and Design of Sales Training Program, Methods and Types of Sales Training, Sales Force Compensation Plan, Objectives, Characteristics and Components of a Sales Compensation Plan, Sales Audit, Evaluating Sales Performance.

**Unit IV:** Distribution Management:- Role of Distribution Channel, Distribution Channel Strategy, Channel Design Process, Channel Establishment Process, Comparing Channel Design, Channel Information System, Components of Channel offering, Managing Channel Conflict, Strategies of Channel Influence.

**Recommended Books:**

* Sales Management – Still, Cundiff and Govoni, Pearson Edition
* Sales Force Management – Johnston &Marshall , Tata McGraw Hill Edition
* Selling and Sales Management – Jobber & Lancaster, Pearson Edition
* Management of Sales Force – Stanton & Spiro, Tata McGraw Hill Edition
* Sales and Distribution Management – Panda & Sahdev, Oxford Edition
* Sales and Distribution Management – Havaldar, McGraw Hill Edition

**SE 442 (SE 422) INTERNATIONAL FINANCIAL MANAGEMENT**

*Objective: To develop conceptual framework within which financial decision of multinational firm can be analyzed.*

**UNIT I:** Overview of International financial system, monetary system, balance of payments and international economic linkages, Nature of foreign exchange market, exchange rates, Spot and forward rates, reasons for difference between spot and forward rates, Economic, transaction and translation exposure,

**UNIT II:** Micro factors governing exchange rate behaviour- law of one price, Purchasing power parity, interest rate parity, International fisher effect, Currency risk management alternatives - natural and operating hedge,

Currency market hedges – forward contract, futures contract, currency options, currency swaps

**UNIT III**: International portfolio investment, factors affecting cash flows in capital budgeting decisions,

Risk reduction through diversification, corporate strategy and FDI

International financing, Borrowing alternatives, foreign subsidiary capital structure and financing of foreign affiliates, short term financing strategy and financing options

**UNIT IV:** Structuring International trade transactions- draft, bill of lading, Letter of credit, counter trading, factoring, forfeiting, Cash management practices- bilateral and multilateral netting

International Tax planning, transfer pricing

**Reference books:**

* Multinational Financial Management, 10thedition, Alan C. Shapiro
* International Financial Management, Madhuvij, Excel books
* International Financial Management, Apte, Tata McGraw Hill, 2010
* Multinational Business Finance, Eilteman, D.K., Stonehill, A.I., and Moffett, M.H., Pearson Education.

**SE 443 INTERNATIONAL TRADE AND GEO-POLITICS**

**UNIT I:** Geopolitics and human geography, Places and politics, The politics of scale, What is geopolitics? Brief history of geopolitics, Geopolitical agents, Structure and agency: possibilities, constraints, and geopolitical choices, Geopolitics, power, and geography.

Global geopolitical context, Global geopolitical structure- Modelski’s model of world leadership. The geopolitics of the rise and fall of world leaders, Legacy, change, and world leadership: feedback systems in Modelski’s model

**UNIT II**: International trade theories and application. Political economy of International trade- Government intervention in trade, instruments of trade control. International trade regulations- WTO, UNCTAD. Foreign trade in India.

FDI: Theory and application. Traditional theories of FDI, classification, Modes of FDI entry, Global FDI patterns, FDI in India.

**UNIT III**: Regional economic integration- levels of economic integration, effects of economic integration, Regional trading agreements- EU, NAFTA, ASEAN, OPEC, SAARC. Role of government in India’s foreign trade-EOU, SEZ, EPZ in India.

**UNIT IV**: International monetary and financial system-foreign exchange, exchange rate determination, currency convertibility. Monetary systems- Gold standard, Bretton Woods system (1944-1973), Post Bretton Woods system (1973-present). Exchange rate systems, International financing institutions- IMF, World bank, ADB.

**Reference Books:**

* Introduction to Geopolitics: Collin Flint (Routledge Publications)
* International Business: Sumati Varma (Pearson)
* International Business: P. Subbarao (Himalaya)

**SE 444 INTERNATIONAL BUSINESS STRATEGY**

***Course Objective****: International Business Strategies can be divided into four major types: generic strategies, marketing focused strategies, business focused strategies and MNE focused strategies. These four types of strategies are separately covered in the following four units.*

**Unit- 1:** Introduction: Understanding International Business Strategy, Forms and modes of International Business, MNE and Strategic Environment. IB Generic Strategy: General Strategic Choice, Market Entry Strategy, International Competitive Strategy

**Unit-2:** IB Marketing Focused Strategies: Product and Branding Strategy, Product Promotion Strategy International Pricing Strategy

**Unit-3:** IB Business Focused Strategies: Logistics, Operations and Distribution. Strategic Alliances, Partnership and Networks. Subsidiary Strategy

**Unit-4**: MNE Focused Strategies: Multinational Enterprises Business Philosophy and Value, Dominant Business Strategies of MNE, Organizational Structure, Financing and HR strategies of MNE, Strategic Control in MNE

***Suggested Reading:-***

* *International Business Strategy by A Nag*