
MBA, CORPORATE MANAGEMENT

SEMESTER I

Core Papers (All Papers are Credit and Compulsory)

IMS 011 ESSENTIALS OF MANAGEMENT

IMS012 BUSINESS ENVIRONMENT

IMS 013 FINANCIAL ACCOUNTING

IMS 014 QUANTITATIVE METHODS IN BUSINESS

IMS 015 HUMAN RESOURCE MANAGEMENT

IMS 016 INDIAN VALUE SYSTEM & BUSINESS ETHICS

IMS 017 MARKETING MANAGEMENT

IMS 018 MANAGERIAL ECONOMICS

Foundation Paper (Non-Credit Compulsory paper)

LU 011 COMMUNICATIVE ENGLISH

IMS 011 ESSENTIALS OF MANAGEMENT

Objective: To provide an understanding of the tasks and functions of management and to acquaint the students with the evolution of management thought.

Course Outline

Unit I

Introduction: Definition, Nature scope and significance of Management, the evolution of Management thought, Approaches of management, Contributions of Taylor, Fayol and Barnard to Management Science Functions of a Manager Social responsibility of Managers, Values and Ethics in management.

Unit II

Planning: Definition, Nature, Scope and significance of planning, Objectives, Steps of Planning, Decision making as key step in planning. The process and techniques of decision making, long- range planning, strategies and policies.

Unit III

Organisation: Definition, Nature, scope and significance, Approaches, Departmentation, Line and staff relationships, Delegation and Decentralization, Committee system, Determinants of effective organising, Staffing - nature and significance, Selection, Appraisal and Development of Managers.

Unit IV

Directing & Controlling: Issues in managing human factors, Motivation - nature and Significance, Theories and Techniques, Leadership and Leadership Styles; Communication - Definition and Significance, Communication Barriers, Building effective communication system. Definition and Elements Control Techniques, Coordination, Determinants of an Effective Control system, Managerial Effectiveness.

Recommended book(s)

Donnelly J.H., Gibson, J.L. & Ivancevich, J.M., Fundamentals of Management, Irwin, Inc.

Drucker, P.F. , The Practice of Management, Allied Publishers

Hold, David, H., The Management Principles and Practice, Tata McGraw Hill

Koontz & O'Donnell, Essentials of Management, Tata McGraw Hill

Prasad, L.M., Principles and Practice of Management, Sultan Chand & Sons

Robbins, S.P., and Coulter, M., Management, Pearson Education

IMS012 BUSINESS ENVIRONMENT

Objective: To facilitate the understanding of the various components of the environmental to be considered for decision making.

Course Outline

Unit I

Introduction: The concept of Business Environment, its significance and nature. The interaction matrix of different environmental factors ó Porters model, the process of Environmental Scanning. Types of economies ó socialistic pattern, free market economy and mixed economic structure. Responsibility of business to the society.

Unit II

The Politico-Legal Environment ó The relationship between business and government in India. Federal structure in India ó Centre-State financial relations. An introduction to some important business laws like New Competition Law 2000, MSME Act, FEMA, Important regulations of SEBI affecting Indian business environment.

Unit III

Macro Economic Environment ó National income aggregates, Fiscal and monetary policy. Balance of trade and balance of payment. Exchange market convertibility of rupee. Trade Cycles ó meaning, phases and theories ó monetary theories, Samuelson and Hicksian approach. Inflation analysis.

Unit IV

Indian Economic Environment ó Features of Indian Economy ó primary, secondary and tertiary sectors, demographic profile of the Indian economy. The philosophy and strategy of planning in India. Industrial policy in India. Second generation economic

reforms of liberalisation, globalisation and its impact on business environment, Foreign investment in India. Composition and direction of India's foreign trade. Problems of Indian business environment.

Recommended book(s)

Cherunilum, Francis, Business Environment, Himalaya Publishing House

Dutta and Sundaram, Indian Economy, S. Chand and Co.

Mamoria, C.B., Social Problems and Social Disorganization in India, Kitab Mahal

Mathew, M.J., Business Environment, RBSA Publishers, Jaipur, 1996.

IMS 013 FINANCIAL ACCOUNTING

Objective: To develop an insight into the nature and uses of Financial Accounting Information and its reporting.

Course Outline

Unit I

Nature and functions of financial Accounting, Accounting system, Information perception of different users, Source documents, classification of accounts, recording, posting of transactions, Ethical issues in accounting, basic accounting concepts and conventions, GAAP, Accounting standards.

Unit II

Preparation of trial balance for service and merchandise business, capital and revenue expenditures, adjustment entries, completing the accounting cycle, measuring business income, financial statements of manufacturing and trading businesses.

Unit III

Internal control systems for cash, bank reconciliation, accounting for receivables and inventories, depreciation accounting, preparation of financial statements of companies, accounting for share capital, preference share and debentures.

Unit IV

Analysis of accounting information, Financial Statement analysis and application, Statement of Cash Flow, preparation and interpretation, contents of an Annual Report.

Recommended book(s)

Financial Accounting, A Managerial Perspective, R. Narayanaswamy - Prentice Hall India

Financial Accounting for Management, N. Ramachandran & Ram Kumar Kakani, TMH Publication

Accounting For Managers, Maheswari & Maheswari, Vikas Publishing house (P) Ltd.

Financial Statement Analysis, Wild, Tomson Cengage Learning Ltd.

Advanced Accountancy, R.L. Gupta & M. Radhaswamy, Sultan Chand Publications

Accounting for Managers, Bhattacharya, Vikas Publications

Financial Accounting, Jawaharlal and seema srivastava

QUANTITATIVE METHODS IN BUSINESS

IMS O14

Objective: To acquaint the students with various quantitative techniques helpful in improving their decision making skills.

Course Outline

Unit-I

Arithmetical and Geometrical Progression; Addition, subtraction and multiplication of Matrix, Identity Matrix, Singular and Non-singular Matrix, Adjoint of a matrix, Inverse of a matrix; Solution of a system of linear equations by using matrices, single linear application of matrices

Calculus; Basic differentiation(First order and second order)and its application.

Unit-II

Measures of central tendency-Mean, Mode, Median, Geometric mean, Harmonic Mean; Measures of Dispersion-Range, Quartile Deviation, Standard Deviation, Absolute and Relative Dispersion; Coefficient of variation, Combined standard deviation.

Unit-III

Correlation analysis-types of correlation, Methods of studying correlation-scatter diagram method, Karl Pearson's coefficient of correlation, Rank correlation coefficient.

Regression analysis-difference between correlation and regression, Regression lines, Regression equations Y on X and X on Y, Method of Least Squares. Deviations taken from the actual means of X and Y. Deviations taken from the assumed means, Regression coefficients and their properties.

Probability; Probability theory, Theorems of Probability and examples.

Unit-IV

Linear Programming-Extreme point theorem: Graphical solution method-maximization problem, minimization problem, Some special cases in Linear Programming-multiple optimal solutions, an unbounded solution an infeasible solution.

Transportation Problem: Methods of finding an initial solution-North-West Corner Method, Least Cost Method, Vogel's Approximation Method.

Recommended book(s)

Business Mathematics, by Sancheti & Kapoor(Unit I)

Statistics, by S P Gupta and M P Gupta(unit II & Unit III)

Operations Research, by JK Sharma(Unit IV)

IMS 015 HUMAN RESOURCE MANAGEMENT

Objective: To familiarize students to various aspects of acquiring and maintaining the workforce for sustained growth of any organisation.

Course Outline

Unit I

Nature and scope of Human Resource Management; Human Resource Management in a changing Environment; Strategic Human Resource Management; Human Resource Planning; Job Analysis and Design.

Unit II

Attracting and Selecting Human Resources; Orientation and Placement; Manpower Training and Development.

Unit III

Performance Appraisal System; Job Evaluation & Employee Remuneration; Employee Benefits and Services.

Unit IV

Industrial Relations & Trade Unions; Dispute Resolution & Grievance Management; Employee Welfare and Participative Management.

Recommended book(s)

Human Resource Management ó Text & Cases, by VSP Rao, Excel Books

Human Resource Management ó Text & Cases, by K. Ashwatappa ó Tata McGraw Hill

Human Resource Management, by Cynthia Fisher, Shaw ó Wiley / Biztantra

Human Resource Management, by Gary Dessler, Person Publications

IMS 016 INDIAN VALUE SYSTEM & BUSINESS ETHICS

Objective: To develop an appreciation for ethical conduct of business practice and to value the Indian culture and traditions.

Course Outline

Unit I: Indian Society and Indian Philosophy

Social change in India: Impact of Sanskritisation, Westernisation, Modernisation on Indian Society. Varna and Caste system, Ashrama, Life Goals: Purushartha and Sanskaras. Astaang Yoga and its relevance to management.

Unit II: Values: Indian scriptures and Indian thinkers

Indian Scriptures: Relevance of the Bhagvad Gita in current management practices. Management learning from the Arthashastra.

Indian Thinkers: Values given by Mahatma Gandhi, Aurobindo Ghosh, Swami Vivekanand.

Unit III: Business Ethics

Theories of Ethics ó Natural Law, Utilitarianism, Kantian Virtue. Ethics in Corporate Strategy: Corporate Philanthropy, Strategic Philanthropy, Corporate Governance. Ethical dilemma at workplace and their resolution.

Unit IV: Application of Business Ethics

Ethics in the world of business (Intellectual property rights like designs, patents, trademarks, copy rights).

Ethics in marketing (consumer rights, advertising, dumping).

Ethics in finance (financial disclosures, insider trading, window dressing).

Ethics in information technology and systems usage (data confidentiality).

Ethics in human resources management (whistle blowing, discrimination), Environmental ethics (Carbon trading).

Recommended Books

Ethics and the Conduct of Business, by Boatright (Pearson Education)

IMS 017 MARKETING MANAGEMENT

Objective: To develop an understanding of the underlying concepts, strategies and the issues involved in the exchange of products and services and their relevance to marketing tasks.

Course Outline

UNIT I

Definition of marketing, core marketing concepts (needs, wants, demand, offering, brand, customer value, competition); Marketing concepts (Production, product, selling, marketing, social marketing concepts);

Introduction to the marketing mix ; Concept of Integrated marketing; Market segmentation, targeting and positioning, niche marketing; marketing planning.

Understanding the Marketing environment and adopting marketing to the changing environment An overview of marketing of services and rural marketing

UNIT II

Consumer Behaviour- definition, buying motives, consumer motivation, consumer decision making, Organisational buying behavior;

Marketing Research- need, process, and importance , types of research methods(exploratory, descriptive, cause and effect) and tools (questionnaires, interview, projective tests,)

UNIT III

PRODUCT:- Definition of product, levels and types of product; Packaging and labeling, Product line management and product mix, Product differentiation, PLC- stages and corresponding strategies, New Product decision, Theory of diffusion of an innovation.

PRICE:- Pricing objectives, factors influencing pricing, Pricing strategies

UNIT IV

DISTRIBUTION:- Types of distribution channels; Role of intermediaries, Channel strategy decisions, Physical distribution management.

PROMOTION: promotion mix, Advertising- 5 M's, Role and functions of advertising, Sales Promotion: Types of sales promotion (Trade promotion, consumer promotion), advertising vs. sales promotion, S.P. tools, Personal selling: challenges and responsibilities, Personal selling skills, Managing Public Relations

Recommended book(s)

Marketing ó Concepts, strategies, by William M Pride, O C Fewell, Biztantra
 Marketing Management, by Ramaswamy & Namakumari, Macmillan
 Marketing Management, by Arun Kumar & Meenakshi, Vikas
 Principles of Marketing, by Philip Kotler, Armstrong, Pearson Education

IMS 018 MANAGERIAL ECONOMICS

Objective: To impart basic knowledge of the concepts and tools of Economic Analysis as relevant for Business Decision-Making.

Course Outline

UNIT – I

Nature and Scope of Managerial Economics: Basic Tools- Opportunity Cost principle, Incremental principle, Equi-Marginal Principle. Principle of Time perspective, Discounting Principle. Uses of Managerial Economics.

Demand Analysis: Demand Theory, The concepts of Demand, Determinants of Demand. Demand Function and Elasticity of Demand, Demand Estimation and Demand Forecasting.

UNIT – II

Production Analysis: Concept of Production, Factors, Laws of Production, Economies of Scale, Economies of Scope, Production functions.

Cost Analysis: Cost Concept, Types of Costs, Cost function and cost curves, Costs in short and long run, LAC and Learning Curve.

UNIT – III

Market Analysis: Price-output determination in different markets, Perfect, Monopoly, Monopolistic competition, Duopoly and Oligopoly markets, Elements of Game theory, Price discrimination, Different pricing policies.

UNIT – IV

Profit Analysis: Nature and Management of Profit, Profit Theories, Function of Profits, Profit policies. Basic BEP Analysis ó concepts and its applications in business decisions, margin of safety, theories of firm ó Baumol, Williamson and Morris Model.

Recommended book(s)

JV Vaishampayan	Managerial Economics
Thomas & Maurice	Managerial Economics
A.Koutsoyiannis,	Modern Micro Economics
P. Samuelson,	Micro Economics
M.Adhikari,	Managerial: Economics
Cambell R.Mc Counell,	Economics

LU 011 COMMUNICATIVE ENGLISH

Objective: The course is designed to meet the English conversational proficiency needs of individuals..

Course Outline

Unit – I Practice of conversation covering every day activities, functional grammar ó Subject, Verb, Noun, Adjectives, Tenses, Sentences, Articles, Prepositions.

Unit – II Vocabulary ó extend vocabulary, Phrases, Idioms, Improve reading skills ó sounds, stress intonation, rhythm voice quality, develop listening comprehension, develop soft skills ó interpersonal skills, ability to handle diverse roles, Role Play & body language.

Unit – III Conference briefing, addressing seminar, group discussion, compeering, reading comprehension e.g. editorials, book reviews, articles, advertisements and fine prints, letter writing notices, invitations & resumes, report writing and presentation, function as mentors & be creative in organising programmes.

Unit – IV Public speaking, presentation, mock interviews, picture reading, e-mailing. Reading - to analyze grammatical error, paragraph writing letter writing, précis writing, job application, resume (for content appraisal)

Learning Approach ó interactive learning process with emphasis on participation, evaluation and feedback.

Recommended Book(S)

Wren and Martin	:	English Grammar and Composition
John C. Maxwell, Jim Dornan	:	Becoming a person of Influence
Ken Blanchard	:	Empowerment Takes More than a Minute
Zig Ziglar	:	You Can Reach the Top
Hello English	:	Orient Longman
English is Easy	:	Orient Longman
Dale Carnegie	:	How to develop Self- Confidence & Influence People by Public Speaking
Speak English Audiocassettes & student's books	:	ó Orient Longman

SEMESTER II**Core Papers (All Papers are Credit and Compulsory)**

IMS 021	INTERNATIONAL BUSINESS
IMS 022	MANAGEMENT ACCOUNTING
IMS 023	FINANCIAL MANAGEMENT
IMS 024	COMPUTER APPLICATIONS & MIS
IMS 025	PRODUCTION & OPERATIONS MANAGEMENT
IMS 026	RESEARCH METHODOLOGY

Elective Papers – Credit (Two papers Supportive to the discipline of study)

MBA (CM) 021	LABOUR MANAGEMENT & INDUSTRIAL RELATIONS
MBA (CM) 022	ENTREPRENEURSHIP & NEW VENTURE PLANNING
MBA (CM)023	STRESS MANAGEMENT

Foundation Paper (Non-Credit Compulsory paper)

LU 021	FOREIGN LANGUAGE
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IMS 021 INTERNATIONAL BUSINESS**Objective**

This course will provide the students an opportunity to learn and understand how business is conducted in the international arena. The syllabus is designed to allow students to gain managerial skills to meet the challenges they will face in the global workplace.

Unit I - An Overview of International Business: Introduction, Definition of International Business, difference between international and domestic business, Advantages And Disadvantages Of International Business, Approaches to International Business, Changing Environment of International Business, Globalization of Markets, Trends in Globalization, Effects and Benefits of Globalization, balance of payment and foreign exchange.

Unit II -International Trade and Investment Theories: Mercantilism; Absolute Cost theory, Comparative Cost theory, Opportunity Cost theory, factor endowment theory, Complimentary trade theories ó stopler ó Samuelson theorem, International Product life Cycles. Investment Theories ó Theory of Capital Movements, Market Imperfections theory; Internationalisation Theory; Location Specific Advantage Theory; Eclectic Theory, Instruments of Trade Policy- Tariffs, Subsidies, Import Quotas, Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy.

Unit III - Foreign Exchange Determination Systems: Basic Concepts Relating to Foreign Exchange, Various types of Exchange Rate Regimes ó Floating Rate Regimes, Managed Fixed Rate Regime, Purchasing Power Parity Theory, Factors Affecting Exchange Rates, Brief History of Indian Rupees Exchange Rates. India's Foreign Trade: Recent trends in India's Foreign Trade, Export Houses, Export Assistance- SEZ, EPZ, APEDA, export procedures and documentation.

Unit IV - International Institution: UNCTAD, Its Basic Principles and Major Achievements, IMF, Role of IMF, IBRD, Features of IBRD, WTO, Role and Advantages of WTO India's patent policy and trips. Regional Economic Integration: Introduction, Levels of Economic Integration, Regional Economic Integration in Europe, Regional Economic Integration in U.S.A: NAFTA, Andean community, ASEAN, SAARC, Integration for Business.

SUGGESTED READINGS

1) Agarwal Raj - International Trade (Excel, 1st Ed.) 2) Albaum Duerr - International Marketing and Export management (Pearson, 7th Ed.) 3) Jaiswal Bimal - International Business (Himalaya Publication) 4) Hill C.W. - International Business (TMH, 5th Ed.) 5) Daniels - International Business (Pearson, 1st Ed.) 6) Kumar R and Goel, International Business, (UDH Publications, edition 2013) 7) Cherunilam F - International Trade and Export Management (Himalaya, 2007)8) Varshney R.L, Bhattacharya B - International Marketing Management (Sultan Chand & Sons, 9th Ed.)

IMS 022 MANAGEMENT ACCOUNTING

Objective: To equip the students with the knowledge of principles, concepts and techniques which may be used in planning, decisions making and control.

Course Outline

Unit I Management accounting: Definition, differences with Financial Accounting, Management process and accounting, The value chain of business function, introduction to CVP relationships, measurement of cost behaviour.

Unit II

Introduction to manufacturing costs and control of overheads, job costing, process costing, activity based costing.

Unit III

Relevant information and decision making, special order and addition, deletion of product and services, optimal uses of limited resources, pricing decisions, make or buy decisions, joint cost.

Unit IV

Preparing the Master Budget and Functional Budget, Flexible budgets, Variance analysis, Introduction to Management Control Systems, Evaluation of Divisional Performance, Transfer Pricing.

Recommended book(s)

Management Accounting, by Atkinson, Pearson / PHI
Management Accounting, by Sudhindra Bhat, Excel Books

Management Accounting, by Sharma, Sashi K Gupta Kalyani
Cost Accounting, by Charles T Horngren, Pearson/PHI

IMS 023 FINANCIAL MANAGEMENT

Objective: The provide an insight into various finance functions to be performed in order to maximize shareholder wealth.

Course Outline

Unit I

Introduction to financial management: Meaning, Nature, and scope, functions, and , objectives of financial management, time value of money, organization of finance functions,

Unit II

Long term investment / Capital budgeting decision: Investment evaluation techniques traditional methods and discounted criteria, risk analysis of investment proposal

Unit III

Finance decision: Sources of funds short term, and long term source of capital, cost of capital computation of cost various sources of capital weighted average of cost of capital.

Capital structure decision: Meaning and factors affecting capital structure, capital structure theories, leverage operating, financial and combined leverage EBIT EPS Analysis

Unit IV

Dividend decision: Dividend policies, factors affecting dividend policies, dividend theories

Short- term investment decision: Types of working capital, factors affecting working capital, current assets financing policies, estimation of working capital requirement Inventory, cash and receivables management:

Recommended book(s)

Financial management, theory and practice, by Prasanna Chandra, TMH.

Financial management and policy, by J.C. Vanhorne, PTH.

Financial management, by M.Y. Khan and P.K. Jain, TMH.

Financial management, by I.M. Pandey, Vikas Publication.

IMS 024 COMPUTER APPLICATIONS AND MIS

Objective: To develop an appreciation of different softwares and hardware systems and their use in effective design and implementation of MIS.

Course Outline

Unit – I Computer Systems -An Introduction, Characteristics of computer, Elements of a Computer System, Input, Output and storage devices. Processing and CPUs, Classification of computer, Concepts of Networking and Data Communication.

Unit II Types of Software, Computer Languages, Translators, Operating system ó Basics, functions and types, Concepts of CUI & GUI, MS-Windows as GUI Operating System, Parts of Windows, Text processing software-creating, formatting and processing of text. Spreadsheet Software- Creating and using Spreadsheets. Formulas, Functions and Graphics. Presentation Programmes- Creating, Formatting and Presenting, Concepts of Database and Database Management System.

Unit III Definition of Data/Information/Systems, Types of System, System stakeholders, Components of Information System, Evolution of Information Systems, Classification of Information Systems, Flow charts, Algorithm, Decision tables, Decision tree, DFS and ERD with examples, Selected Case Studies.

Unit IV Introduction, Meaning and role of MIS, Definition of MIS, System Development Life Cycle, Eócommerce, Introduction to mobile commerce, electronic payments, EDI, Business Function Information System, Selected Case Studies.

Recommended book(s)

Balaguruswamy, Introduction to Computers

B. Ram, Computer Fundamental

Ron Mansfield, Working in Microsoft Office

Greg Perry, Teach Yourself Office 97

Brein James, O., Computers in Business Management : An Introduction

Bentley Trevoi, Management Information Systems and Data Process

IMS 025 PRODUCTION & OPERATIONS MANAGEMENT

Objective: To familiarize the students with theories and techniques of Production, Operations and Logistics Management.

Course Outline

Unit I Nature and scope of production management, production analysis and planning, production functions, objective and functions of production management, responsibilities of the production manager, types of manufacturing processes and plant layout, plant location, assembly line balancing. Production Planning and Control (PPC).

Unit II Materials managements ó its scope and importance. Purchasing function and procedure, store-keeping, material planning function, Inventory control, relevant costs, economic lot size, reordering point, Inventory classification techniques.

Unit III Productivity ó definition and concept, productivity measurement, productivity improvements, Product development and design, stages of product development, techniques of product development (standardization, simplification and specialization, automation).

Unit IV Development of efficient work methods, work measurement ó concept & techniques; material flow process chart, manflow process chart, principles of motion economy, comparison of alternate work methods, maintenance of production facilities, quality control and inspection, sampling inspection, control charts for attributes and variables charts.

Recommended book(s)

Production and Operations Management, by K. Ashwathappa, K Sridhar Bhat, Himalaya Pub
 Production & Operations Management, by Upendra Kachru, Excel Books.
 Operations Now, by Byron J Finch, Tata Mc Grawhill
 by Gaither & Fraizer, Thomson South Western.
 Theory and Problems in Production and Operations Management by S.N. Chary

RESEARCH METHODOLOGY

IMS026

Course Objectives: To familiarize students with research process, teach them basic tools and techniques and inculcate fundamental expertise to handle research project.

Unit-I Introduction to Research Methodology

Research-Concept, Characteristics, Objectives and motivation of research, Significance of Research in decision making and problem solving, Factors required for a scientific/good research, Types of research, Research process overview
 Language of Research: Concept, Construct, Definition, variables, Hypothesis, Theory and models, Research Problem: Identifying a research problem, Sources of identifying research problem, Process of defining a research problem

Unit-II Research Design and Sampling Design

Research design: Meaning of research design, Types of Research Design, Concept and techniques of Exploratory Research design, Descriptive Research Design and Experimental Research Design
 Sampling design: Census and Sampling Investigation, Characteristics of a good sample, Sampling Design process, Probability and Non Probability Sampling Techniques, Sample size determination

Unit-III Data Collection and Preparation

Methods of data collection, developing instruments used in data collection,
 Measurement and Scaling: Primary scales of measurement, Scaling Techniques, Editing raw data, Coding of data, Tabulation of data, Cross Tabulation

Unit-IV Data Analysis and Presentation of the Results: Univariate, Bi-variate and Multivariate analysis of data, Testing of

Hypothesis: Process of testing hypothesis, one tail test and two tail tests, z-test, t-test, F-test and chi square test, Report

Writing: Objective, types, Format of a report, essentials of a good report.

Prescribed Texts:

Business Research Methods, William G. Zikmund, Thomson Publication
 Business Research Methods, Cooper and Schindler, TMH Publication
 Marketing Research: An Applied Orientation Naresh K. Malhotra, PHI
 Marketing Research-Text and cases, Nargundkar
 Research Methods, William and M.k. Trochim
 Research Methodology, R. Panneerselvam
 Business Research Methodology, Srivastava and Rego
 Complete Business Statistics, Amir D Aczel
 Statistics for Management, Levin & Rubin

MBA (CM) 021 LABOUR MANAGEMENT & INDUSTRIAL RELATIONS

Objective: To familiarise the students with the theory, concepts, complexities and developing trends in Labour Management and Industrial Relations.

Course Outline

Unit I Industry as a Social System, Industrialisation and Work Environment, Techno-cultural Development and Social Change, Declaration of Philadelphia 1944, Impact of ILO on Indian Labour Scene, Ratification & Implementation of ILO Conventions. Constitutional framework and Indian Labour Force. Unionisation & National Labour Federation, Employees Federations (FICCI, AIOE, EFI, ASSOCHAM), Labour Administrative Machinery Central Board of Workers Education, Unfair Practices, Judicial interpretations and Social Justice, ILO in pursuit of Dignity of Labour.

Unit II Industrial Relations ó Concept, scope and Objectives, Functional Approaches and theories in IR, Rationalisation and automation; Instruments of Economic Coercion ó strike, lockout, gherao, lay off, retrenchment, closure; Labour welfare and social security; Some issues and concerns ó unorganised labour, agricultural labour, need for integrated social security.

Unit III Industrial Democracy ó Code of Conduct, Code of Discipline, Works Committee, Shop councils, joint management council, collective bargaining, labour co-partnership, Indian experiences, Participation of workers in Management Bill, 1990.

Unit IV Preventive Maintenance in IR ó Need for Environment friendly legislation (TU Act, ID Act, ESI Corpn, etc.) Recommendations of NCI; Labour Management Cooperation : Psychological determinants of Industrial Efficiency; Coercive interventions & voluntary agreements; HRD functions & IR; Future of IR in India.

Recommended book(s)

Saxena, R.C., Labour Problems and Social Welfare.
 Sharma, A.M, Aspect of Labour Welfare and Social Security
 Surendra Singh, Labour Management and Industrial Relations.
 Mamoria, C.B., Dynamics of Industrial Relations In India

Sinha, G.P., Industrial Relations & Labour legislation

Monappa, Arun, Industrial Relations

Agrawal, R.D., Dynamics of Industrial Relations In India

Giri, V.V., Labour Problems in Indian Industry

Report of the National Commission on Labour, 1969.

The Industrial Disputes Act, 1947; The Industrial Employment (Standing Orders) Act, 1946; The trade Union Act, 1926.

MBA (CM) 022 ENTREPRENEURSHIP & NEW VENTURE PLANNING

Objective: To promote entrepreneurship and equip the student with the skills required for preparing feasible and successful business plans.

Course Outline

Unit I Entrepreneurship and New Venture Planning

The early career dilemmas of an entrepreneur, the entrepreneur's role, task and personality, a typology of entrepreneurs: defining survival and success, entrepreneurship as a style of management, the entrepreneurial venture and the entrepreneurial organization

Unit II Choosing a direction for New Venture

Opportunity recognition and entry strategies: New product, Franchising, Partial momentum, Sponsorship and Acquisition, The strategic window of opportunity: scanning, positioning and analyzing, Intellectual Property: Creation and protection

Unit III Opening the window: gaining commitment

Gathering the resources which are not available, the business plan as an entrepreneurial tool, financial Projections: how to do them the right way, debt, venture capital and other forms of financing, sources of external support, developing entrepreneurial marketing: Competencies, networks and frameworks

Unit IV Closing the window: sustaining competitiveness

Maintaining competitive advantage, the changing role of the entrepreneur: mid career dilemmas, harvesting –Strategies versus Go for Growth, strategic execution of new ventures and their assessment after execution; **Strategic Issues:** New Venture planning in competitive environment, New Venture Planning and Legal Issues, Precautions and after effects, Use of Information Technology tools for New Venture planning: e-CRM, ERP etc.

Recommended book(s)

Dr. Mathew J. Manimala, Entrepreneurship theory at crossroads, Biztantra

Vasant Desai, Entrepreneurial Development & Management, Himalaya Publishing House

Maddhurima Lall, Shikha Sahai, Entrepreneurship, Excel Books

MBA (CM) 023 STRESS MANAGEMENT

Objective

To equip the student in understanding the triggers of stress and in better managing stress.

UNIT I Concept of Stress: Origin - a) Basic concepts of the theory of H. Selye (Stressors; Basic Stress-reactions; Distress); b) Principles of Adaptation: From Darwin up to modern military psychology (Degeneration, Idioadaptation, Aromorphosis; Hierarchy of needs and orgiastic principle; Diagnostics of adaptation in a group; Adaptation to extreme activity conditions)

UNIT II Individual and popular concepts of stress, Exercises on definition of actual models of stress and its reduction, Stress and psychological disorders (Sleep disorders; Eating disorders; Emotional disorders)

Practical skills of stress management: SM in positive psychotherapy (Comprehension vs. Estimation; National features of dealing with stress);

UNIT III Stress management in NLP (Words- and formulas- parasites; their genetics and morphology; Stress-patterns: discovering; breaking; transformation; Reframing of habitual stress-reactions; Question of psychological ecology)

UNIT IV Extreme approaches to SM: military techniques of self-control a) Regulation of sleeping regime b) Muscular tension reduction c) Emotional tension reduction

Recommended Books

1. Ann Edworthy, Managing Stress, Open University Press, Buckingham, Phildephia.

2. K.Hari Gopal, Organizational Stress, University Press.

3. Dr.Rakesh Chopra Santosh Sharma, The stress Cyclone Suffer or Emerge out: The choice of yours, Institute of corporate Management, Excel Books.

MBA (CORPORATE MANAGEMENT)

SEMESTER III

Core Papers (Two Papers, Both are Credit and Compulsory)

IMS 031	Strategic Management - I
IMS 032	Business Laws

Foundation Paper

LU 031	Foreign Language (Non credit) Compulsory Paper
LU032	Summer Internship Report (Credit)

Elective Papers – Credit (Select any one group, Total No. of elective paper in a semester will be five)

A. (3-5 Papers Supportive to the discipline of study)

Marketing

MBA (CM) M-031	Marketing Research
MBA (CM) M-032	Marketing Communication
MBA (CM) M-033	Consumer Behaviour
MBA (CM) M-034	Industrial Marketing
MBA (CM) M-035	International marketing

Finance

MBA (CM) F-031	Working Capital Management
MBA (CM) F-032	International Financial Management
MBA (CM) F-033	Indian Financial System
MBA (CM) F-034	Corporate Restructuring
MBA (CM) F-035	Investment Analysis and Portfolio Management

HRM

MBA (CM) HR-031	Organizational Behaviour
MBA (CM) HR-032	Labour Legislations
MBA (CM) HR-033	Labour Management & IR
MBA (CM) HR-034	Dynamics of Human behaviour
MBA (CM) HR-035	Human Resource Information System

B. For Expanded range of study up to two paper of any stream of specialization available in the same semester of any of the IMS-MBA programs

IMS 031 STRATEGIC MANAGEMENT - I

Objective: To acquaint the students with the concept of strategy, its formulation and different strategic alternatives.

Course Outline

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, Business Definition, Goals and Objectives

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 & Combination Strategies & Corporate Restructuring; Business Level strategy: Business-level, Generic Business & Tactics for Business Strategies.

Unit IV:

Strategic Analysis and Choice: Process of Strategic Choice, Corporate-level and business-level Strategic Analysis.; Routes to Competitive advantage

Recommended book(s)

Crafting and executing strategy, by Thompson, Strickland & Gamble, TMH
 Strategic Management ó An Integrated Approach, by Charles W.L. Hill, Gareth R. Jones ó Biztantra
 Business Policy, by Azhar Kazmi

IMS 032 BUSINESS LAW

Objective: To familiarize the student with legal aspects of conducting business.

Course Outline

Unit I

Indian Contract Act, 1872 Contract- Meaning, Essentials, Kinds, Offer and Acceptance, Contractual Capacity, Free Consent, Consideration, Void Agreements, Quasi Contracts. Modes of discharge of contract and remedies for breach of contract. Contract of Indemnity and Guarantee. Law of Agency.

Unit II

The Sale of Goods Act, 1930 Meaning of Contract of sale, Difference between Sale and Agreement to Sell. Conditions and Warranties, Transfer of Property in Goods, Unpaid Seller and his Rights.

Unit III

Indian Partnership Act, 1932. Meaning and test of Partnership, Implied Authority of a partner, Position of a minor in partnership, Consequences of Non Registration of a partnership, Firm Expansion, Death and Insolvency of a partner, Dissolution of firm

Unit IV

The Negotiable Instruments Act, 1881 Meaning, and characteristics of promissory note, bill of exchange and cheque. Holder and Holder in due course. Negotiation and assignment. Crossing of cheque, bouncing of cheques. Elements of company law; Meaning and types of companies, Formation and incorporation Memorandum of Association, Articles of Association, Prospectus.

Recommended book(s)

Elements of Mercantile Law, by N D Kapoor, Sultan Chand
 Legal Aspects of Business, by Akhileshwar Pathak, Tata Mc GRAW HILL
 Business Law, by M C Kuchhal -Vikas

MBA (CM) M-031 MARKETING RESEARCH

COURSE OBJECTIVES

The course is designed to familiarise the students with the concepts, significance and application of marketing research to meet the ever ó changing challenges in the marketing world.

COURSE OUTLINE

Unit I : Introductory

Concept, nature, scope, importance and limitations of marketing research, difference between marketing and market research, scientific methods of research, marketing information and decisions ó making, environment analysis and information value. Bayesian analysis, managerial application of decision theory.

Unit II : Marketing Research Process and Analysis of Data

Research procedure, research design, types of research designs, hypothesis, data-collection : Questionnaire designing, attitude measurement and scaling techniques, survey administration, administering questionnaire, interview, observation, sampling techniques, procedure and problems. Scrutiny, classification, tabulation, analysis and statistical evaluation of data, tests of significance : chi-square test, t-test, z-test and f-test, factor analysis, correlation and regression (simple and multiple), time-series analysis, data analysis and other methods.

Unit III : Functional Research Areas and Problems

Analysis of market opportunities, product and consumer research, formulation of product policies, branding and packaging research, motivational research, projective techniques, advertising research, marketing and sales research.

Unit IV : Managing Marketing Research

Ethical issues in marketing research, organisation of marketing research department, effectiveness of marketing research department. Role of research agencies, status of marketing research in India and its future.

SUGGESTED READINGS

1. Luck and Robbins : Marketing Research
2. Byod and Wetfall : Marketing Research : Text and Cases
3. Oswald & Mascarentias : New Product Development, Marketing Research and Management
4. George & Kress : Marketing Research
5. Green & Tull : Research for Marketing Decisions
6. Luck, Wales & Taylor : Marketing Research
7. Patel & Kulkarni : Modern Marketing and Management
8. Sethna, B.N. : Research Methods in Marketing and Management
9. Sharma, D.C. : Marketing Research : Principles, Application and cases
10. Barket, Raymond : Marketing Research : Text and Cases
11. Beri, G.C. : Marketing Research : Text and Cases
12. Kinner, T.C. & Taylor, J.R. : Marketing Research and Applied Approach

MBA (CM) M-032 MARKETING COMMUNICATION

COURSE OBJECTIVE

To provide an intensive input about various aspects of communication as a vital tool of marketing function.

COURSE OUTLINE

Unit I

Communication ó Meaning, needs, process elements, sender, message-receiver, feedback, interpersonal Vs. mass communication, impact of groups in Communication. Promotional Tools. Marketing Communication ó process, role, mix, models, channels, role of product, price and place in marketing communication. Communication Network, Models of Communication, Marketing ó Decision support system.

Unit II

Designing Communication and Promotion Mix strategies. Steps in developing effective communication. Identifying the target audience. Determining communication, objectives, designing the message, selecting the communication channels, establishing the total promotion budget, deciding on the promotional mix, organising and managing integrated marketing communication. Advertising : Designing effective advertising programs, setting the advertising goal, deciding the advertising budget, designing the advertising message, message-generation, evaluation, selection and executive, deciding the media, deciding on reach, frequency and impact, choosing among major media types, deciding media timing.

Unit III

Evaluation of Effectiveness of marketing communication process and its redesigning. Marketing Communication strategy and responses. Sales Promotions; Purpose and Major Decisions in Sales Promotion & Tools. Managing the Sales Force : Designing, Managing, Improving the Sales Force, Personal Selling, Negotiations Relationship Marketing.

Unit IV

Public Relations, MRP, Major Decisions & Tools in MPR. Journals, Company Literature & Audio-Visual Techniques. Direct & On-line Marketing, Electronic ó Business, Customer databases, Integrated Direct Marketing, Public & Ethical Issues in Direct Marketing.

SUGGESTED READINGS

- Wayne Delozier M. : Marketing Communication
 Edgar Crane : Marketing Communication

MBA (CM) M-033 CONSUMER BEHAVIOUR

Course Objectives

To provide on exposure to the students with the basic techniques of studying consumer behaviour.

Course Outline

Unit I : Study of Consumer

Meaning of Consumer, concept of consumer behaviour Consumersø Need and Motives, Consumer as a Perceiver and Learner, Influence of Personality and Attitude on Buying Behaviour; Determinants of Consumer Behaviour, Cultural, Social and Economic Factor Affecting consumer behaviour; Consumer attitude formation and change. Environmental Influences on consumer behaviour.

Unit II : Individual Factors & Group Influences

Factors Affecting Purchase decision; Fundamental Group of sensation; Perception, emotion, motivation, Cognition. Group Influence; Role, Status, Norms; Family Influences; Life-Cycle Effects, Family Decision marking.

Unit III : Models of Consumer Behaviour

Models of individual and Industrial Buying Behaviour. Consumer Behaviour and market segmentation consumer psychology, consumer motivation, research and techniques.

Unit IV : Communication with Consumer

Two-step flow of Communication theory, Adoption, diffusion of innovation, cognitive Dissonance. Socio-economic and Cultural Aspects of Indian Consumer Market.

SUGGESTED READINGS

- Schiffman, L.G., Kanuk, and L.L. : Consumer Behaviour
 Engel, J.F., Kollat and Blackwell, R.D. : Consumer Behaviour
 Kotler, P. And Co., K. : Marketing Management and Strategy
 Bennett, P.D. and Kassasrjian,H.H. : Consumer Behaviour
 Shenth, Jagdish, N. : Model of Buyer Behaviour.
 Howard, Joh., A. And Shenth, Jagdish, N. : The Theory of Buyer Behaviour
 Nicosia, Hranceso M. : Customer Decision Process
 Walters : Consumer Behaviour

MBA (CM) M-034 INDUSTRIAL MARKETING

Objective: To developing an understanding of issues involved in marketing of industrial products .

Course Outline

Unit – I

The environment of Industrial Marketing, Industrial Marketing Perspective. Dimensions of Organizational Buying, Organizational Buying Behaviour, Access marketing opportunities, Industrial Marketing Planning.

Unit – II

Managing the Industrial Product Line, Industrial Marketing Channels : Channel Participation, Industrial Marketing Channels : Design and Management, Industrial Marketing Channels : Logistical Interface, Pricing Strategy.

Unit – III

Advertising and Sales Promotions, Managing the industrial advertising effort, supplementary promotion tools, personal selling, models for industrial sales force management.

Unit – IV

Industrial Marketing Research. Evaluation of Industrial Marketing Strategy, Norms and Standards, Control and Monitoring of Industrial Marketing process.

Recommended book(s) :

Alexander Cross and Hill, Industrial Marketing.

Webster, F.E., Industrial Marketing Strategy.

Hass W., Industrial Marketing Management.

Cox, E., Industrial Marketing Research.

Meyers, Industrial Relations in India.

Reider and Reider, Industrial Marketing.

MBA (CM) M-035 INTERNATIONAL MARKETING

Objective: The course is focused towards imparting requisite awareness amongst the marketing students for conducting and managing international marketing activities, thereby handling challenges in this competitive global world.

Unit 1. Importance and Challenge of International Marketing-Definition of International Marketing: Domestic Marketing Vs. International Marketing; Categories of International marketing Involvements; International Marketing Task; Nature of International Marketing Management; Analysis of International Marketing Environment and Identifying Foreign Markets - Political Considerations and Governmental Influences; Cultural and Social Dynamics; Economic Development and Geographical Conditions; Competitive Conditions; Legal and Financial Influences.

Unit 2 International Marketing Intelligence and Research - Analysis of World Market; Market analysis; Purposes and Methods; Marketing Intelligence; International Marketing Research. Planning Entry and Operations Strategies-Export; Franchise, Joint Ventures; Direct Investment; Multinational Operations.

Unit 3. International Product Policies - Strategic Considerations in Making Multinational Product Decisions; Alternative Strategies in Multi-national Product Planning; Methodology in Making Multinational product Decisions. International Pricing Decisions-Price Escalation; International Transfer Pricing; Pricing Strategy; Factors influencing the Establishment of International Prices; Export Pricing; Differential Pricing.

Unit 4 International Distribution System and Logistics-International Marketing Channel Decisions; Importance and Scope of Channel Decisions; Channels between Nations; International Physical Distribution Decisions; Nature of Physical Distribution; The Systems Concept; Trade Terms; Structure of International Physical Distribution. International Marketing Communication-Communication with Foreign Buyers; Planning and Preparing International Promotional Programmes; Media Structure; Planning Media Strategy; Cooperative Advertising. Emerging Issues and Developments in International Marketing

Suggestive readings:

International Marketing by Cateora

Global Marketing Management by Warren Keegan

Global Marketing Strategies by Jeannet

International Marketing Management by Subhash Jain

International Business Environment-Francis Cherunilam;

Global Marketing-Foreign Entry,Local Marketing and Global Management- Johny K.Johanson;

Varshney & Bhattacharya : International Marketing Management, Sultan Chand & Sons ;

S.C. Jain : International Marketing Management, Boston : Kent Publishing ;

S. Hollensen, A. Thornhill, P. Lewis : Global Marketing-A Decision Oriented Approach, Pearson Edu. Limited

MBA (CM) F-031 WORKING CAPITAL MANAGEMENT

COURSE OBJECTIVE

The objective of this course is to acquaint the students with the problems of working capital management.

COURSE OUTLINE

Unit I

Approaches to working capital financing, Liquidity vs. Profitability trade-off, decision towards an optimal policy, tools for analysis of working capital of a concern.

Unit II : Management of Cash and Marketable Securities

Motives for holding cash, the cash budget, efficiency of cash management; compensating balances, reasons for holding marketable securities, alternative strategies, choice of securities.

Unit III : Management of Receivables and Inventories

Nature of Receivables, cost of maintaining receivables factors affecting size of receivables, policies for managing Accounts receivables, determination of potential credit policy and credit standit standards. Benefits of holding inventory, risks and costs associated with inventories, inventory. Management Minimizing cost in inventory.

Unit IV : Current Assets Financing in India

Forecasting future cash requirements, shorts terms credit alternative strategies for financing working capital, accrued wages and taxes accounts payable, cost of trade credit, bank loanø commercial papers, secured loan. Pattern and sources of working capital financing in India with reference to Government policies.

SUGGESTED READINGS

Hampton J. John	Financing Decision Making ó Concepts, Problems and Cases
Brigham, Gegene, F.	Fundamentals of Financial Management
Wright	Financial Management
Mishra, R.K.	Management of Working Capital In India
Khan & Jain	Financial Management
Pandey, I.M.	Financial Management
Prasanna Chandra	Financial Management
James C. Vanhorne	Financial Management and Policy
Block & Brit	Foundations of Financial Management

MBA (CM) F-032 INTERNATIONAL FINANCIAL MANAGEMENT

Course Objectives

The objective of the course is to give insight relating to financial management applications in the realm of international business with special reference to international financial markets systems & problems of MNCs

Course Outline

Unit I : International Financial Environment, International Financial Market & International Financing

The rise of Multinational Corporation, International Financial System. The Foreign exchange market, the determination of exchange rates. The international monetary system & international economic linkages. Financing Foreign Operations, International financial markets, the Euro Markets, the Development Banks e.g IMF, World Bank & Asian development bank . Short term Financing-objectives, Options & strategy, Special financing vehicles -International leasing, Interest rate & Currency swaps. LDC - Debt equity swaps the GDRs.

Unit II : BoP, Foreign Trade Financing & Foreign Exchange Risk Management

Payment terms in international trade, Balance of payment & categories, the international flow of goods services & capital, Financing technique in international trade, Export Financing & Credit insurance, Counter trade, Foreign exchange risk Management with special reference to Financial Management .

Unit III : International Currency Asset Management

International Cash, Accounts Receivable & Inventory Management , Inter Company fund flow mechanism .

Unit IV : Foreign Investment Analysis

Corporate Strategy and FDI , Dessigning a global expansion strategy , Capital budgeting for the Multinational Corporation - Issues in foreign investment analysis , foreign project appraisal, political risk analysis & its Management . Cost of capital for foreign Investments .

Suggested Readings

1. Varn Horn Financial Management & Policy (PHI)
2. Wod d Bryne J International Business Finance (Mc Millan)
3. Rita m Rudrigues International Financial Management (PHI)
4. Zeneoff D & Zwick J International Financial Management (PHI)
5. Shapiro A.C. International Financial Management (PHI)

MBA (CM) F-033 INDIAN FINANCIAL SYSTEM

COURSE OBJECTIVE

The aim of the course is to enable the students to understand the structure and systems of Indian Financial Markets and financial institutions.

COURSE OUTLINE

Unit I : Financial Systems & Money Market

Definition, Significance and its relationship with economic development. An overview of the Indian Financial Sytems. The constiutents of a Financial System Markets, Financial Market as a part of Financial System. Its various components e.g. Call Money, treasury bill, commercial bill, commercial paper, financial guarantee, discount market etc. present position of Indian Money Market.

Unit II : Capital Market

Concept, characteristics and functions. The primary (New Issue market) and the secondary market. Instruments of Capital Market, Capital market institutions ó The stock exchange, its organisation, functions and control, capital market in India, SEBI, Stock holding corporation of India, OTCEI and N.S.F.

Unit III : Banking Institutions

The RBI, Commercial banks and development banks ó their objectives, function and present position.

Unit IV : Non Banking Financial Intermediaries

Investment institutions like ó LIC, GIC, ICICI and UTI etc. and other non-banking financial intermediaries -ótheir objectives, functions, organisation and present position, international financial institutions.

SUGGESTED READINGS

Bhole, M.K.	:	Financial Markets and Institutions
Khan, M.Y.	:	Indian Financial Systems
Srivastava, R.M.	:	Management of Indian Financial Institutions
Kuchal, S.C.	:	Corporation Finance
Khan, M.Y.	:	Industrial Finance
Desai, V.	:	Development Banking
Kuchhal, S.C.	:	The Industrial Economy of India

MBA (CM) F-034 CORPORATE RESTRUCTURING

Objective: To provide an in-depth understanding of all aspects and intricacies of law affecting and arising out of corporate restructuring.

Course Outline

Unit I

Introduction: Meaning of corporate restructuring, need, scope and modes of restructuring, global scenario, national scenario.

Mergers and Amalgamations: Concept, need and reasons, legal aspects, procedural aspects relating to commencing of meetings and presentation of petition including documentation, economic aspects including effect on the interest of small investors; accounting aspects, financial aspects including valuation of shares, taxation aspects, stamp duty and allied matters, filing of various forms.

Unit II

Takeovers: Meaning and concept, types of takeovers, legal aspects - SEBI takeover regulations, procedural aspects, economic aspects, financial aspects, accounting aspects, taxation aspects, stamp duty and allied matters, payment of consideration, bail out Takeovers, takeover of sick units.

Revival and Restructuring of Sick Companies: The problem of sick industries and their revival with special reference to the law relating to sick industrial companies.

Unit III

Funding of Mergers and Takeovers: Financial alternatives, merits and demerits, funding through various types of financial instruments including preference shares, non-voting shares, buy-back of shares, hybrids, options and securities with differential rights, employer stock options and securities with differential rights, takeover finance, ECBs, funding through financial institutions and banks, rehabilitation finance, management buyouts.

Valuation of Shares and Business: Introduction, need and purpose; factors influencing valuation; methods of valuation.

Unit IV

Corporate Demergers/Splits and Divisions: Difference between demerger and reconstruction; modes of demerger ó by agreement, under scheme of arrangement, by voluntary winding up; tax aspects, tax reliefs, Indian scenario, reverse mergers.

Financial Restructuring: Buy-back of shares ó concept and necessity; SEBI guidelines; Government's guidelines, procedure and practice for buy-back of shares.

Alliances: Integrating alliances into corporate strategy; preparing for alliance, cross cultural alliances; implementing and managing the alliances. Legal Documentation.

Recommended book(s)

- Value Creation From Mergers And Acquisitions, by Sudi Sudarsanan ó Pearson Education
- Valuation for mergers Buyouts & Restructuring, by Arzak ó Wiley India (P) Ltd.
- Merger Acquisitions & Corporate Restructuring, by C.K. Murthy & S.R. Vishwanath ó Sage Pub.
- Takeovers, Restructuring & Corporate Governance, by Weston, Mitchel & Mulherin ó

MBA (CM) F-035 INVESTMENT ANALYSIS AND PORTFOLIO MANGEMENT

COURSE OBJECTIVE

The basic objective of the course is to equip the students with investment analysis, selection and management.

COURSE OUTLINE

Unit I : Investment – Fundamentals and Environment

An overview of investments, Investment fundamentals, Securities markets: Operations and regulation, Investment information, Investment strategies.

Unit II : Analysis of Equity and other Investments

Equity shares basics and economic analysis, Industry and company analysis, Equity share valuation, Technical analysis, Market efficiency. Preference shares, Convertible securities, Options, warrants and rights, Commodity futures, Financial futures, real estate.

Unit III : Analysis of Fixed Income Securities

Fixed income securities ó fundamentals, Valuation: Returns and risks, Investment strategies and portfolio considerations.

Unit IV : Portfolio Management

Portfolio Risk and Return, Portfolio Theory, Optimum Portfolio, Capital Market Theory, CAPM, Portfolio Balancing, Portfolio Performance Evaluation. Mutual Funds Investing Internationally.

SUGGESTED READINGS

1. Fisher, D.E. & John, R.J. : Security Analysis and Portfolio Management
2. Preeti Singh : Investment Management
3. Edward A. Moses & John M. Cheney : Investment Analysis Selection and Management
4. Dobbin and Witt : Portfolio Theory and Investment Management
5. Richard Pike and Richard Dobbins : Investment Decision and Financial Strategy

MBA (CM) HR-031 ORGANIZATIONAL BEHAVIOUR

COURSE OBJECTIVE

The course aims to sharpen skills in Organisation behaviour and to manage change and develop the Organisations.

COURSE OUTLINE

UNIT I : BASIC CONCEPTS AND ELEMENTS OF ORGANISATIONAL BEHAVIOUR

Concept of Behaviour, nature, scope and significance, Formal and informal relations. Individual and Inter-personal behaviour ó individual and organisational behaviour. Leadership, communication, motivation, morale and skills.

Unit II : Group Dynamics and Behaviour Groups

Group Dynamics, Formation of Formal Groups, Emergence of informal groups - their characteristics, types and functions. Merits and demerits of groups. Management and the group, organisational culture, quality of life at work.

Unit III : Basics of Decision Making

Types of decisions, elements in a decision situation, decision making environment, factors affecting decision making, decision making process, decision making theories and models.

UNIT IV : ORGANISATIONAL CHANGE

Its causes, process of change accommodation, resistance to change, management of change, management of conflict and crisis, organisational development.

SUGGESTED READINGS

1. Robins, Stephen P. : Orngaisational Behaviour
2. Schen : Organisational Psychology
3. Hicks & Gullet : Organisations : Theory and Behaviour
4. Davis, K & Newstorm : Human Behaviour at Work
5. Luthans : Oranisional Behaviour
6. Prasad, L.M. : Oranisional Behaviour
7. Pathak, R.D. : Oranisional Behaviour
8. Simon Herbert : The New Science of Management Decisions
9. Radford, K.J. : Modern Managerial Decision Making
10. Shull, F. et. al. : Organisational Decision Making
11. Harrison, Frank E. : The Managerial Decision Making

MBA (CM) HR-032 LABOUR LEGISLATIONS

Course Objective

The Chief aim of this course is to equip the students with the knowledge of various labour laws.

Course Outline

Unit I

Evolution of Labour Laws in India. The Factories Act, 1948, Shops and Commercial Establishments Act.

Unit II

The Payment of Wages Act, The Payment of Bonus Act, 1965, The Workmen Compensation Act, 1923

Unit III

The Industrial Disputes Act, 1947, The Trade Unions Act, 1926, Employee's State Insurance Act, 1948

Unit IV:

Machinery for the settlement and administration of labour disputes ó Conceliation, collective bargaining, principles of natural justice, unfair labour practices and arbitration. Disciplinary Proceedings ó Mis-conduct, dismissal, discharge and domestic enquiry. Miscellaneous laws and leading cases.

Suggested readings

- 1.Kapoor, N.D. : Hand Book of Labour Laws
2.Nabhi : Labour Laws One Should Know

MBA (CM) HR-033 LABOUR MANAGEMENT AND INDUSTRIAL RELATIONS**Course Objectives**

The objective of the course is to familiarise students with theory, concept, complexities and developing trends in Labour Management and Industrial Relation with a view to manage industry for productive out - put.

Course Outline**Unit I :**

Industry as a Social System, Industrialisation and Work Environment, Techno-cultural Development and Social Change, Declaration of Philadelphia 1944, Impact of ILO on Indian Labour Scene, Ratification & Implementation of ILO Conventions. Constitutional framework and Indian Labour Force. Unionisation & National Labour Federation, Employees Federations (FICCI, AIOE, EFI, ASSOCHAM), Labour Administrative Machinery Central Board of Workers Education, Unfair Practices, Judicial interpretations and Social Justice, ILO in pursuit of Dignity of Labour.

Unit II

Industrial Relations ó Concept, scope and Objectives, Functional Approaches and theories in IR, Rationalisation and automation; Instruments of Economic Coercion ó srike, lockout, gherao, lay off, retrenchment, closure; Labour welfare and social security; Some issues and concerns ó unorganised labour, agricultural labour, need for integrated social security.

Unit III

Industrial Democracy ó Code of Conduct, Code of Discipline, Works Committee, Shop councils, joint management council, collective bargaining, labour co-partnership, Indian experiences, Participation of workers in Management Bill, 1990.

Unit IV

Preventive Maintenance in IR ó Need for Environment friendly legislation (TU Act, ID Act, ESI Corpn, etc.) Recommendations of NCI; Labour Management Cooperation : Psychological determinants of Industrial Efficiency; Coercive interventions & voluntary agreements; HRD functions & IR; Future of IR in India.

Suggested Readings

- Saxena,R.C. : Labour Problems and Social Welfare.
Sharma, A.M. : Aspect of Labour Welfare and Social Security
Surendra Singh : Labour Management and Industrial Relations.
Mamoria,C.B. : Dynamics of Industrial Relations In India
Sinha,G.P. : Industrial Relations & LABOUR IEGISATION
Monappa, Arun : Industrial Relations
Agrawal,R.D. : Dynamics of Industrial Relations In India
Giri,V.V. : Labour Problems in Indian Industry

Report of the National Commission on Labour, 1969.

The Industrial Disputes Act, 1947 : The Industrial Employment (Standing Orders) Act,1946; The trade Union Act, 1926.

MBA (CM) HR-034 DYNAMICS OF HUMAN BEHAVIOUR

Objective: To develop an understanding of the dynamics of human behavior for successful handling of management issues and promote better understanding amongst members of the organization.

Course Outline**Unit I**

Cognitive Processes - Thinking and Problems Solving, Thinking, Concept, Theoretical Perspectives; Types, Convergent, Divergent Lateral, Reasoning, Decision Making Process, Approaches, People Focussed & Product focused., Strategies employed, Creating Positive Mindsets Problem Solving, Concept, Approaches in Managerial Perspectives, Brain Storming, Sensitivity Training, T Groups, Encounter Groups. Emotional Intelligence, Concept, Nature, E.Q. for Improving Emotional Intelligence

Unit-II

Personality- Concept, Theoretical perspective- Trait & Type Approach (Brief); Self Concept, Meaning & Nature, Self Growth Movement, Type A, B, C, Personality, Healthy Personality (All portø Mature), Jungs Personality Indicators

Unit-III

Mental Health: Concept Principles of Deviance and Disability, Act; Who is Mentally Ill?; Stigma, National Mental Health Act Provision for the Attitude Job Satisfaction and Mental Health & Work Ethics; Mentally ill? Parameters of Positive Mental Health; National Services for the Mentally Ill.

Unit IV

Stress: Concept Types, Physiological Arousal as Base Reactions and Coping (Task Oriented, Ego Defense Mechanism), and Managing Stress- Time Management Skills Relaxation Exercises Handling External Toxins. Behavioral Change: Concept Significance Self Awareness, Methods and Techniques of Self Development

Recommended book(s)

Arnold, John, Robertson, Iran T. and Cooper, Cary L., Work Psychology- Understanding Human Behaviour in the Work Place, Mac Millan

Baron, Robert A. and Greenberg, Jerald, Behaviour in Organisations, Prentice Hall International

McConnel, James V., Understanding Human Behaviour, Holt Rinehart and Winston

Spencer, Christopher and Scelt, Peter, Psychology : A Contemporary Introduction, Black Well

Tiffin, J. and McGormick, B.J., Industrial Psychology, Prentice Hall of India

MBA (CM) HR-035 HUMAN RESOURCE INFORMATION SYSTEM

Objective

To acquaint the student with the necessity of working with Information Systems in the realm of Human Resource and to highlight the specific areas where IS can contribute and facilitate working.

UNIT-I

Evolution of Human Resource Management and Human Resource Information Systems: The Role of Information Technology. Database Concepts and Applications in Human Resource Information Systems. Systems Considerations in the Design of an HRIS: Planning for Implementation. Human Resource Information Systems Needs Analysis.

UNIT II

System Design and Acquisition. Project Management and Human Resource Management Advice for Human Resource Information Systems Implementation. HR Metrics and Workforce Analytics. Cost Justifying HRIS Investments.

UNIT III

Change Management: Implementation, Integration, and Maintenance of the Human Resource Information System. Human Resources Administration and Human Resource Information Systems. Talent Management. Recruitment and Selection in an Internet Context

UNIT IV

Training and Development: Issues and Human Resource Information Systems Applications. Performance Management, Compensation, Benefits, Payroll, and the Human Resource Information System. Human Resource Information Systems and International Human Resource Management. HRIS Privacy and Security. The Future of Human Resource Information Systems: Emerging Trends in HRM and IT. Exposure to contemporary software used in this field

Recommended Books

Human Resource Information Systems : Basics, Applications, And Future Directions by Michael J. Kavanagh, Mohan Thite and Richard D Johnson; Sage Publications

SEMESTER IV

Core Papers (Two Paper, Both are Credit and Compulsory)

IMS 041	Strategic Management ó II
IMS 042	Organizational Effectiveness & Change
Foundation Paper	
LU 041	Research Report/Business Plan(Credit & Compulsory)
Elective Papers – Credit (Select any one group)	
A. 2-4 Papers Supportive to the discipline of study	
Marketing	
MBA (CM) M-041	Sales Promotion & Advertising
MBA (CM) M-042	Product and Brand Management
MBA (CM) M-043	Management of International Business
MBA (CM) M-044	Rural Marketing
Finance	
MBA (CM) F-041	Corporate Financial Policy
MBA (CM) F-042	Capital Investment Decisions
MBA (CM) F-043	Corporate Taxation and Planning
MBA (CM) F-044	Corporate Project Appraisal Management
HRM	
MBA (CM) HR-041	Performance Management
MBA (CM) HR-042	Corporate Governance & CSR
MBA (CM) HR-043	HR Issues in Mergers and Acquisitions
MBA (CM) HR-044	Quantitative Human Resource Management

- B. **For Expanded range of study up to two papers of any stream of specialization available in the same semester of any of the IMS-MBA programs**

IMS 041 STRATEGIC MANAGEMENT - II

Objective: To comprehend strategic management process, understand interrelationship between formulation and implementation and apply administrative and leadership skills for successful implementation of strategies.

Course Outline

Unit I:

Nature and Scope of Strategic Management. Concept of Core Competence, Capability and Organisational learning; Managing of Change; Process of Strategic planning and Implementation, Activating Strategies, Strategy and Structure.

Unit II:

Organisational values and their Impact on Strategy: Power Games amongst Competing Players, Behavioural Implementation, Functional and Operational Implementation.

Unit III:

Chief Executive and Board: Work of Top Management: Turnaround Management; Management of Strategic Change, Strategy Evaluation and Control

Unit IV:

Mergers and Acquisitions; Strategic Management in an International Firm; Strategy and Corporate Evolution in Indian Context.

Recommended book(s)

Strategic Management Concepts & Cases, by Fred R. David, Pearson Education/PHI.
Strategic Management Building & Sustaining Competitive Advantage, by Pitts & Lei, Thomson South Western
Crafting and executing strategy, by Thompson, Strickland & Gamble, TMH

IMS 042 ORGANIZATIONAL EFFECTIVENESS & CHANGE

Objective: To understand the facilitative forces for organisational effectiveness and management of change.

Course Outline

Unit I

Understanding Organizational Effectiveness and Change. Concept and Process of Organizational Effectiveness; Concept and Process of Organizational development; Design, Development and application OD interventions.

Unit II

Organizational Learning and Learning Organizations: Process of organizational learning; Characteristics of learning organizations; Creativity and innovations; Organisational Change.

Unit III

Interpersonal Relationships: Individual's Behaviour, Individual's in Group; Perception, motivation, attitudes, values, personality. Interpersonal Communication: Types of Interpersonal Relationship Inter group behaviour & collaborations; Team building & team management; **Transaction Analysis.**

Unit IV

Organizational Culture and Climate. Organizational Ethos; Dimensions and process of organizational climate; Dimensions and process of organizational culture; Power and Politics. Corporate Governance; Conflict Dynamics; Conflict and Negotiations; Stress Management.

Recommended book(s):

Organizational Behaviour, by Stephen P. Robbins

Organizational Effectiveness and Change, by Cummins (South Western Thompson)

Management of Organizational Change, by Hari Gopal

MBA (CM) M-041 SALES PROMOTION AND ADVERTISING

Course Objective

To provide and exposure to the innovations in advertising as an effective technique of sales promotion.

COURSE OUTLINE

Unit I

Concept and nature of advertising ó importance, evolution, advertising and marketing, effectiveness of advertising an production, market consumers, industrial growth and the society as a whole.

Unit I : Advertising Planning

Determining objectives environment and analysis of consumer behaviour, selection of strategy, advertising budget ó media selection and advertising agency, advertising process ó communication, persuasion personal influence, ethics in advertising ó measuring advertising effectiveness, advertising research ó advertising messages.

Unit III : Sales Promotion & Personal Setting

Concept, significance of sales promotional, objectives strength and limitations, forms of sales promotion, sales promotion programmes and strategies. The Modern concept of salesmanship, features and types of salesmanship, qualities of a good salesman ó physical social, mental and moral qualities. The sales process ó collaborative selling, Personal selling process ó Types of personal selling.

Unit IV

Measuring effectiveness of advertising and sales promotion measures, Sales promotion measures in a globally competitive environment.

SUGGESTED READINGS

- 1.Mishra, M.N. : Sales Promotion and Advertising Management
- 2.Kazmi & Badra : Advertising management
- 3.Ayker & Mayer : Advertising management
- 4.Ayker & Batra : Advertising management

MBA (CM) M-042 PRODUCT AND BRAND MANAGEMENT

COURSE OUTLINE

UNIT I : BASIC CONCEPTS

Need for product management, product management functions. Product management decisions : product-mix product-modification, planning and diversification concepts of Product line and Brand line, branding and packaging decision. Product Portfolio : BCG Matrix, strategy to balance product ó portfolio, changing role of product managers ó Authorities and Responsibilities.

UNIT II : PRODUCT PLANNING

Matrix approach to product planning. Product life cycle ó an aid to product planning Product life cycle ó as a tool to plan market share strategies.

UNIT III : NEW PRODUCT DEVELOPMENT AND NEW PRODUCT LAUNCHING

Setting Responsibilities for New Product Development, Structural units for new product development, Adoption process, classification of adopters, integrated approach to new product development, generation, screening and development of new product ideas. Purpose and strategies for New Product Launching Segmentation and Targeting for New Product, Test Marketing strategy for New Product Launching

UNIT IV : BRANDING AND PACKAGING

A Brand, Product differentiation, Importance of brand positioning for marketing success, Brand Building and Brand Positioning. Brand Name Selection Process and values of a Brand Name, Brand dimensioning. Ingredients of a leadership position, positioning of Followers, Nichers and Niche marketers. Packaging Concept, importance of packaging, functions

of packaging, cost effectiveness, social and legal aspects of packaging, packaging and product differentiation, packaging and Brand position.

MBA (CM) M-043 MANAGEMENT OF INTERNATIONAL BUSINESS

COURSE OBJECTIVES

The course is designed to provide an insight into the International Business Environment and various machineries existing at international level to meet the growing challenges of multinationals and international trade.

COURSE OUTLINE

Unit I : Introduction to International Business

Nature, scope and challenges in international business, alternative strategies, difference between internal and domestic business, pre-requisites for success in international business. Theories of international trade, balance of payment and foreign exchange.

Government Role

Government Influence on international business, role of government market protection and barriers, Tariff barriers, quantitative restrictions, and non tariff barriers, generalised system of preference, export assistance, state trading and trade policy, institutional infrastructure.

Unit II : Economic Institutions

WTO, UNCTAD, IBRD, IFM, European Union, NAFTA etc. regional economic integration and strategic implications.

Unit III : World Market Analysis

International business research and its problems, socio-economic, geographic, business customs and legal factors, international business environmental influence on purchase behaviour, marketing strategies relating to products, channels of distribution, pricing and promotion in the area of International Business, EURO.

Unit IV : India's Foreign Trade

Recent trends in India's Foreign Trade, international set-up for export, financial role of export ó house and export promotion agencies, risk in foreign trade, export procedures and documentation, India's trade and payment agreements.

SUGGESTED READINGS

1. Thorell, H.B.	: Internatinal Marketing Strategy
2. Indian Institute of Foreign Trade	: Case in International Marketing
3. Pathak, A.V.	: Managing Multinational Corporations
4. Johri, L.M.	: International Marketing Policies & Practices
5. Fayer Weather, John	: International Marketing
6. Terpstra V.	: International Marketing
7. Warren, Keegan	: International Marketing Marketing
8. Zenoff, D.B. & Zwick, J.	: International Financial Management
9. Casteova, P.R.	: Strategic International Marketing
10. Miracle, G.E.	: International Marketing Management
11. Varshney & Bhattacharya	: International Marketing
12. Stanley, A.C.	: Handbook of International Marketing

MBA (CM) M-044 RURAL MARKETING

Objective: To familiarise the students with the concepts, tools & techniques useful to a manager in the field of rural marketing.

Course Outline

Unit – I

Conceptualization, Nature and Scope of rural marketing, growth of rural markets and opportunities, rural market environment, Classification of rural markets, characteristics of rural consumers, problems, difficulties and challenges in rural marketing, marketing research, MIS, Marketing Communication ómedia accessibility, exposures, buying and planning.

Unit – II

Marketing of agricultural inputs ó seeds, fertilizers, pesticides, tractors, diesel pump sets and other agricultural implements/ machinery, marketing of agricultural produces, regulated markets, dairying, marketing of rural industrial products, handicrafts, crafts/ artisans products, cooperative marketing.

Unit – III

Marketing of FMCGs, Marketing of Consumer durables, managing marketing mix, rural marketing strategies ó segmentation, product strategies, pricing strategies, distribution and logistics strategies, promotion strategies.

Unit – IV

Organization and Development of services marketing of rural services ó health, education, tourism, banking, insurance, charities, finance, social etc., green marketing, microfinance and microóenterprises, role of finance in marketing of FMCGs and durables, services marketing mix.

Recommended book(s) :

Gopaldaswamy, T.P. ó Rural Marketing, Wheeler.
Sukhpal Singh, Rural Marketing Management, Vikas.
Samiuddin et.al. (Ed.), Rural Marketing, National.

Sanal Kumar, Rural Marketing, Response Books.
Raja Gopal, Rural Marketing, Rawat.
Raja Gopal, Organizing Rural Business, Sage.

MBA (CM) F-041 CORPORATE FINANCIAL POLICY

Course Objective

The course aims at accounting the students with the use of Financial tools & techniques for assisting the management in formulating sound Financial policies .

Course Outline

Unit I

Concept, Nature, scope & significance of Corporate Financial Policy & Strategy, Goals , Mission & Objectives , Interface between Finance and strategy.

Unit II

Financial Policy & Financing Decisions , Capital structure planning & designing , Dividend Policies. Financial Strategy & Financial Instruments ,Financial Engineering & Financial Innovations ,Off Balance Sheet financing , Working Capital strategy .

Unit III

Mergers , Acquisitions& Corporate Restructuring Mergers - Features , Types, Legal & regulatory Frame-Work , steps involved in Merger, Tender Offer , Merger as a Capital Budgeting decision . Takeovers -Legal framework,leveraged buyouts , defensive strategies against takeovers . The restructuring strategy .

Unit IV

Corporate Distress Restructuring , Bankruptcy , Liquidation, Reorganisation, Sickness, Managing distress situations .

Suggested Readings

1. James C Vanhorne : Financial Management & Policy
2. R. M.Srivastava : Financial Decisions
3. I. M. Pandey : Financial Management
4. S.C.Kuchal : Financial Management
5. P. chandra : Financial Management
6. Hurt . Williams & Donaldson : Basic Business Finance
7. Hampton : Financial Decisions
8. Khan & Jain : Financial Management

MBA (CM) F-042 CAPITAL INVESTMENT DECISION

COURSE OBJECTIVES

The course aims at providing in-depth knowledge of long-term investment decisions and their financing patterns.

COURSE OUTLINE

Unit I : Introductory

Concept, nature, scope and significance of long-term investments, types of long-term decisions. Financing decision and investment decisions, linkages between financing and investment decisions. The value maximization objective (VMO) VMO and NPV rule.

Unit II : Capital Budgeting

Capital Budgeting decisions, types of projects, estimation of inputs and outputs, Traditional techniques of ranking and projects : Payback, ARR, NPV and IRR. Choice of methods, Capital rationing.

Unit II : Capital Budgeting under Uncertainty and Risk

Concept of risk and uncertainty, various approaches of evaluation of risk-conventional methods, statistical methods for independent and correlated cash flows, capital budgeting and CAPM.

Unit IV : Financing Decisions

Various instruments and institutions of long-term funding. Financing through capital markets, financial institutions and newer modes of financing. Theories of Capital Structure, Contribution of Miller and Modigliani, later developments. Managing the Capital structure, optimal capital structure traditional theories, Analysing leverage, Capital asset pricing view. The Dividend policy-in perfect markets, in efficient markets and in imperfect markets.

SUGGESTED READINGS

1. Hampton J. John : Financing Decision Making 6 Concepts, Problems and Cases
2. Srivastava, R.M. : Financial Decisions
3. Khan & Jain : Financial Management
4. Pandey, I.M. : Financial Management
5. Prasanna Chandra : Financial Management
6. James C. Vanhorne : Financial Management and Policy
7. Hampton J.J. : Modern Financial Theory

MBA (CM) F-043 CORPORATE TAXATION AND PLANNING

COURSE OBJECTIVES

The course aims at, basically, to sharpen the skills of the students to enable them to organise planning of Corporate taxes.

COURSE OUTLINE**Unit I : Introduction**

The concept of Tax Planning. The scope of tax planning, tax evasion, tax avoidance and tax planning. Tax obligations of Management System of Accounting, Tax-audit, Statutory obligations and Tax procedure.

Unit II : Tax Planning through Organisation Set-up

Comparative tax obligations of different forms of business organisation-individuals, partnership firms and companies. Tax planning for employee remuneration.

Unit III : Tax Planning for Managerial Decisions

Corporate Capitalisation, Dividend Policy, Depreciation policy, Inventory policy, make or buy, repair or renovate, own or lease, export & domestic sale, foreign Collaborations. Amalgamation, Mergers etc.

Unit IV : Tax Planning through Incentives

Classification of Income and expense, capital gains, other exemptions, deductions, rebates & relief for residential status location, size, set off and carry forward of losses.

SUGGESTED READINGS

1. Srinivas, E.A. : Corporate Tax-Planning
2. Agarwal, J.D. & Agarwal, R.K. : Tax Planning for Industrial Units
3. Agarwal, R.K. : Tax Obligations under Income-Tax Law
4. Prasad, Bhagwati : Law and Practice of Income-Tax in India
5. Singhania, V.K. : Direct Tax Planning and Management
6. Mehrotra, H.C. : Income Tax Law and Practice
7. Shah, D.D. : A treaties on Tax-Planning
8. Santhanam, R. : Tax Planning in respect of Capital Gains
9. S.P. Goel : Direct Tax Planning and Management

MBA (CM) F-044**CORPORATE PROJECT APPRAISAL & MANAGEMENT**

Objective: To equip the students with understanding of project formulation, evaluation and implementation with practical prospective.

Course outline**Unit I : Basic Concept**

Concept of a Project, categories of projects, project development cycle. The concept of project management, tools & techniques of project management. Forms of Project organisations.

Unit II : Project Formulation

Project identification, Project formulation and preparation : Market and Demand estimation, market survey, demand forecasting technical factors ó Material Inputs, technology, production, plant capacity, location and site, civil works, charts layouts, work schedule, cost of project, means of financing, estimates of cost, financial projections.

Project Appraisal Criteria

Payback period, ARR, NPVI, IRR and social cost-benefit analysis, and risk analysis.

Unit III : Process of Project Appraisal

Technical, economic, financial, legal and social appraisal of the industrial projects, problems arising due to rate of discount, wage-rates, exchange rates, treatment of taxes, social cost-benefits, treatment of risk and uncertainty, sensitivity analysis and probability approach single as well as multiple projects.

Unit IV : Implementation, Monitoring and Control of Projects

Project scheduling, network techniques for resource and cost budgeting and scheduling, project management teams and coordination. Monitoring and post implementation, evaluation of the projects.

Recommended book(s)

- Prasanna Chandra, Project : Preparation, Appraisal, Budgeting and Implementation
 P.K. Matto, Project Formulation in Developing Countries
 Chitale, Project Viability in Inflationary Condition
 Dass Gupta & Sen, Guidelines for Project Evaluation
 Cleland and Kind, System Analysis and Project Management
 Nagendra P. Singh, Emerging Trends in Entrepreneurship Development
 D.K. Jain, Project Planning and Appraisal in Planned Economy
 M. Mohsin, Project Planning and Control

MBA (CM) HR-041**PERFORMANCE MANAGEMENT****Objective**

The objective of this course is to equip students with comprehensive knowledge and practical skills to improve their ability for performance appraisal in their organizations. It is particularly intended for future managers and supervisors who will conduct the performance appraisal of their subordinates.

UNIT I

Fundamentals of Performance Management: Introduction to Performance Management; Defining and Measuring Performance; Historical Perspective of Performance Management; Goal Setting Theory and Expectancy Theory; Performance Management Model and System

UNIT II

Performance Management Process I: Performance Planning; Performance Standards; Key Performance Areas and Key Result Areas; Competence and Competency Mapping; Performance Execution and Monitoring

UNIT III

Performance Management Process II: Performance Appraisal; 360-Degree Appraisal; Performance Review and Feedback; Employee Development through Performance Management; Coaching, Counseling and Mentoring; Performance Related Pay

UNIT IV

Team and Organizational Performance Management: Managing Team Performance; High Performance Work Teams; Balanced Scorecard; Integrated Performance and Concept of Maturity Alignment; Case Studies. Exposure to contemporary software used in this field

Recommended Books

Performance Management by C Appa Rao; Biztantra

MBA (CM) HR-042 CORPORATE GOVERNANCE & CSR

Objective: To enable the students to understand the domain of accountability, control, reporting and disclosures for a corporate citizen.

Course Outline

Unit I

Meaning, Accountability issues, current context of Corporate Governance in India, Broad objectives and strategies, role of independent directors, board structure, performance evaluation of board, training and development of directors, accounting standards and accounting disclosures. Corporate Reputation, Corporate Legitimacy and Corporate Crime.

Unit II

Corporate Board: Attributes, Duties, Responsibilities, Liabilities. Shaping Directorial Competence and Board Effectiveness. Financial Institutions and Nominee Directors. SEBI Regulations on Corporate Disclosure and Investor Protection., Globalisation and Corporate Governance. Emerging Trends in Corporate Governance.

Unit III

Corporate Social Responsibility ó meaning and scope. Multi-stakeholder perspective in viewing CSR issues. Factors affecting ethical choices. Criteria for ethical decision making ó Utilitarian approach, Individualism approach, Moral Rights approach and Justice approach.

Unit IV

Evaluating Corporate Social Performance - Economic Responsibilities, Legal Responsibilities, Ethical Responsibilities, Discretionary Responsibilities. Managing Company Ethics and Social Responsibility. Ethical Challenges in Turbulent Times - Economic Performance, Social Entrepreneurship. Impact of CSR implementation on corporate culture.

Recommended book(s):

Gupta, LC., Corporate Boards and Nominee Directors, Oxford University Press.
N. Gopaldasamy, Corporate Governance, Wheeler Publishing
Vedpuriswar, A.V. , Leadership and Corporate Governance, ICFAI, 2002.
Chandratre, K. R. , Bharat's guide to Company Directors, Bharat Law House, 1999.
Buxi, Corporate governance, Excel Books
Prasad, Corporate governance, PHI
Gopaldaswamy, Corporate governance, New Age International
Werther, W.B. and Chandler, D (2011), Strategic Corporate Social Responsibility. Sage

MBA (CM) HR-043 HR ISSUES IN MERGERS AND ACQUISITIONS

Objective

To familiarize the students with the Conceptual framework relating to M&A and Organization integration and to enable students to understand Human and cultural related issues arising out of M&A

UNIT I

Conceptual Framework: Concepts of M&A; Organizational Growth through M&A; M&A in historical perspective; The Indian Scenario of M&A; An overview of HR contributions towards M&A

UNIT II

Understanding the Strategic Dynamics of M&A: Developing integration models; Human Due diligence; Implementing the integration plan

UNIT III

HR Related Issues in M&A: Organizational Vision and Mission; Developmental structures and systems; HR policies; Managing Ambiguity; Attracting and retaining high performers; Managing lift-outs; Utilizing and managing excess manpower; Establishing of continuity and integration of culture; Managing insecurity and stress; Organizational Renewal

UNIT IV

HR Role in Managing M&A: Managing Change; HR Role in Managing change through M&A; M&A Phases and HR Role; Preliminary stage (establishing people and culture fit), M&A phase, Post M&A roles

Recommended Books

Mergers and Acquisitions: Managing Culture and Human Resources by Günter Stahl and Mark Mendenhall; Stanford Business Books
Mergers and Acquisitions by Jay M Desai, Nisarg A Joshi; Biztantra
The Human Side of Mergers and Acquisitions by Anthony F. Buono and James L. Bowditch; Beard Books

MBA (CM) HR-044 QUANTITATIVE HUMAN RESOURCE MANAGEMENT

Objective

To bring forth the importance of measuring and quantifying human resource practices and to encourage a study of returns on investment in varied HR activities.

UNIT I

Principles of HR research and quantitative HRM- Defining HR research and Quantitative HRM- significance and relevance. Types of HR research. Advantages of measuring HRM. Consequences of not measuring HRM, Common problems with metrics.

UNIT II

Attrition metrics- techniques used to calculate attrition, manpower planning metrics- push model (markov) and pull model (renewal models), quantitative tools for forecasting manpower requirements.

UNIT III

Development metrics- Training ROI, measuring employee satisfaction, attitude measurement and survey, training evaluation models, tracking the value of career management, measurement , performance metrics, performance matrix- Shingo prize model, EFQM , and Bald Ridge criteria calculation 6-sigma, assessing the training organization , customer focused metrics, BSC, HR scorecard, performance measurement using ranking and rating systems , scales for evaluation of performance HR's role in value chain, HR Accounting.

UNIT IV

Compensation metrics- connecting it to revenues and expenses, calculating various wage / salary related measures. Variable pay systems, types of executive compensation, quantitative application in compensation ó percentiles, cost-benefit analysis, and coma-Employee benefits, calculation of incentives, measuring the impact of weak incentives.

Recommended Books

Human Resource Research Methods by Dipak Kumar Bhattacharyya, Oxford University Press
HR Metrics by BVS Prasad & K.Sangeetha, Icfai Publications