

Vijayanagara Sri Krishnadevaraya University, Jnanasagara

Campus, Vinayakanagara, Cantonment, Bellary-583105

COURSE CURRICULUM OF
MASTER OF BUSINESS ADMINISTRATION (MBA)

COURSE STRUCTURE

	First Semester		Marks		
Paper No	Subjects	credits	Intl. Asst.	End Term	Total
1.1	Management Concepts and Theories	3	30	70	100
1.2	Business Environment	3	30	70	100
1.3	Managerial Communication	3	30	70	100
1.4	Accounting for Managers	3	30	70	100
1.5	Managerial Economics	3	30	70	100
1.6	Quantitative Techniques for Management	3	30	70	100
	Total	18	180	420	600

	Second Semester		Marks		
Paper No	Subjects	credits	Intl. Asst.	End Term	Total
2.1	Marketing Management	3	30	70	100
2.2	Human Resource Management	3	30	70	100
2.3	Financial Management	3	30	70	100
2.4	Research Methodology	3	30	70	100
2.5	Organizational Behaviour	3	30	70	100
2.6	Production and Operations Management	3	30	70	100
2.7	Internship Training and Reporting	3	--	70	70
	Comprehensive viva	1		30	30
	Total	22	180	520	700

Third Semester			Marks		
Paper No	Subjects	Credits	Intl. Asst.	End Term	Total
3.1	Legal aspects of Business	3	30	70	100
3.2	International Business Environment and Management	3	30	70	100
3.3	Operations Research (Decision Making Models)	3	30	70	100
3.4	Elective – I	3	30	70	100
3.5	Elective – II	3	30	70	100
3.6	Elective – III	3	30	70	100
Total		18	180	420	600

Fourth Semester			Marks		
Paper No	Subjects	Credits	Intl. Asst.	End Term	Total
4.1	Strategic Management	3	30	70	100
4.2	Entrepreneurship	3	30	70	100
4.3	Total Quality Management	3	30	70	100
4.4	Elective – IV	3	30	70	100
4.5	Elective – V	3	30	70	100
4.6	Elective – VI	3	30	70	100
4.7A	Project Report	3		70	70
4.7B	Project Viva-voce	1	---	30	30
Total		22	180	520	700

Elective Areas:

1. Marketing (M)
2. Finance (F)
3. Human Resource Management (HRM)

SYLLABUS

FIRST SEMESTER

1.1 Principles and Practices of Management

Course workload	:	3 Credits consisting of 30 Sessions.
Examination	:	One Paper of three hours duration and carrying 100 Marks)
Objectives	:	To familiarize the students with basic principles, Concepts, paradigms, models and behavioral Processes in organizations.
Pedagogy	:	Lectures Case study discussions and Management games, role-playing.

1. **Management:** Introduction, definition of management, nature, purpose and functions, levels and types of managers, managerial roles, skills for managers, evolution of management thought, contributions made by Taylor, Fayol, Hawthorne experiments; Is managing a science or art?, recent trends in management.
2. **Planning:** Meaning, Nature and Primacy of planning, steps in planning, types of planning, barriers to effective planning decision making, process of decision making, types of decisions, techniques in decision making.
3. **Organizing:** Organization structure, formal and informal organizations, principles of organizations-chain of command, span of control, delegation, decentralization, and empowerment.
4. **Staffing:** Concept, Manpower planning, Job design, recruitment & selection, training and development, performance appraisal, motivation, motivators and satisfaction, motivating towards organizing objectives, morale building.
5. **Controlling:** concept, Planning- control relationship, process of control, human response to control, dimensions of control, MBO.

References

1. Drucker, F. Peter, (3007). Management - Tasks, Responsibilities & Practices. 18th Reprint, Allied Publishers, New Delhi.
2. Koontz H. and Heinz Weihrich, (3005). Elements of Management. 11/e, MH., New Delhi.
3. Heinz Weihrich, MarkV. Cannice and Harold Koontz, (3009). Management: A Global and Entrepreneurial Perspective, 12/e, TMH., New Delhi.
4. Stephen P. Robbins, David A. Decenzo, Sanghamtira Bhattacharya and Madhushree Nanda Agarwal, (3009). Fundamentals of Management: Essential Concepts and Applications, 6/e, Pearson, New Delhi.
5. Stoner James A. F., R. Edward Freeman and Daniel R, Gilbert Jr., (3004). Management, 6/e, Pearson, New Delhi.

Practical Components

- Students should identify & choose an organization of their own choice and they have to identify the principles/ theories followed by that organization.
- Students have to identify business plan of the organization; if they do not have formal business plan. The students have to prepare business plan for the organization in consonance with the organization's purpose, objectives, vision & mission.
- Students should identify the structure of organization & should comment on its suitability.
- Students should know whether the organization is understaffed or overstaffed?
- Students have to identify the control system and comment on its suitability.

1.2 Business Environment

Course workload	:	3 Credits consisting of 30 Sessions.
Examination	:	One Paper of three hours duration and carrying 100 Marks)
Objectives	:	To enable the students to grasp the dynamic issues of environmental management and their Impact on managerial decision making, Planning and control
Pedagogy	:	Lectures Case study discussions and Presentations (both group and individual). (2 Hours of Lectures and 2 Hours of Tutorials).

1. **Introduction to Business Environment:** Meaning, significance and nature, Components of Environment- Economic, Political, Legal, Social, Technological and International Dynamics of Business Environment & Corporate Adjustment, Environmental scanning- Meaning, Nature & Scope and Process.
2. **Political and Legal Environment:** overview, Philosophies, Political System, Judiciary, Constitution of India. Economic Environment: overview, Nature of Indian Economy, Features of Indian Economy, Changes in recent times.
3. **Socio–Cultural Environment:** Socio Cultural factors affecting the Business. Technological Environment: Technology and Development, Integrating technology with Business.
4. **Globalization and Indian Business Environment:** Meaning and Implications, Phases, globalization impact on Indian Economy across Sectors. Modes of entry strategies. Indian Society, Culture and Politics: social problems of India, Impact of modernization on Indian society, demography, gender, environmental issues.
5. **GATT and WTO:** Agreements and Implications, International cultural aspects- Values and norms, religion and ethics, language, education, impact of cultural differences on business.

References:

- Business Environment – C.A.Francis
- Business, Government & Society – Arthur Gold Smith.
- Ethical choices - shekar
- India Development Reports
- India in Transition – Jagdish Bhagwathi
- India's Economic policy – Bimal Jalan
- Is there a Indian way of thinking – A.K.Ramanujam
- A Million Mutinies- V.S.Naipual
- International Business Environment by Daniels & Radbaugh
- India in the Era of Economic Reforms – Sachs, Jaffrey, Varshney, Ashutosh and Rajpai, Nirupam, New Delhi, Oxford, 1999.
- Fiscal Policy, Public Policy and Governance – Shome, Parthasarathi
- Eight Lectures on India's Economic Reforms – Srinivasan.T.N
- Fiscal Policy Developments in India 1950-3000 – Sury
- India's Economic Performance and Reforms : A Perspective for the New Millenium – Swamy, Subramanian
- Imagining in India – Nandan Nilekani

Practical Component

- A Debate on 'Should the government allow cultivation of BT crops in India'?
- International Cultural environment- The problems faced by MNC's– A Case study.
- Exposure of INR to the Fluctuation of USD and the impact Indian companies receivables and payables.
- A case study on Bangalore Metro Rail project.
- Corporate India initiatives for rural developments

1.3 Managerial Communication

Course workload	: 3 Credits consisting of 30 Sessions.
Examination	: One Paper of three hours duration and carrying 100 Marks)
Objectives	: To equip the students with written and spoken Communication skills essential in Business Situations, invoicing decision making and Implementation
Pedagogy	: Lectures Case study discussions and Presentations.(both group and individual)
Practical Component	: 01 Hr/ Week

1. **Introduction:** Nature of managerial communication, the communication process. Effective communication and barriers to communication, communication skills; writing, reading, logic, analysis and listening
2. **Communication for Problem Solving:** Problem solving–communication model for case analysis and reporting in detail. Group discussion, in-class or workshop exercises and assignments.
3. **Writing Skills:** Exercises in drafting letters, memos, e-mail, proposals, resume writing, reports and executive summaries. The structure and process of creating business messages.
4. **Oral Communication:** Exercises in speaking, discussing, listening and negotiating, body language and kinesics, business etiquettes.
5. **Business Presentations:** A comprehensive discussion and workshop –based module on planning, preparing and delivering business presentation. An outline of interactive & persuasive communication.

References:

- Better Business Communication – Denish Murphy
- Written Executive Communication - Shurter
- Model Business Letters - Gartside.
- Business Communication – Lesikar – Pettit - Flattery.
- MLA's Handbook.
- Business Research Methods- Cooper and Schneider
- Business Research Methods - Zikmund

Practical Components:

- Students should demonstrate the effect of noise as a barrier to communication
- Students should be in a position to enact and analyze the non-verbal cues
- Students should solve the practical assignments pertaining to clarity and conciseness in written communication.
- Group Activity: Student should form groups and write a persuasive letter and proposal for an innovative product or service. The work should be circulated from each group among all other groups and to evaluate the letter and proposal in line with possible responses to a letter (pleased, displeased, neither pleased nor displeased but interested, not interested)
- Students should prepare a notice, agenda for mock meeting pertaining to their issues and they should conduct mock meeting accordingly and write proceedings of the meeting

1.4 Accounting for Managers

Course workload	:	3 Credits consisting of 30 Sessions.
Examination	:	One Paper of three hours duration and carrying 100 Marks)
Objectives	:	To develop an insight of postulates, principles and utilization of financial and accounting information for planning, decision-making and control.
Pedagogy	:	Lectures assignments, case study discussions and Presentations (both group and individual)

Practical Component: 01 Hr/ Week

1. **Introduction to Accounting:** Meaning of accounting, A broad sweep of accounting, concepts, conventions, postulates, principles and standards. Accounting equation and transaction analysis.
- 1 **Accounting mechanics:** Meaning of transactions, identification of transaction and journalizing of transaction (both in main journal and subsidiary journals), ledger posting and preparation of trial balance.
- 2 **Preparation of Financial statements:** Meaning of various concepts related to final accounts, objectives of the final accounts, preparation of manufacturing, trading, profit and loss account and Balance sheet.
- 3 **Analysis of Financial Statements:** Meaning and objectives of financial statement analysis and techniques of financial statement analysis-- Horizontal analysis, Vertical analysis, Trend Analysis, Ratio Analysis, Common size statement analysis, fund flow analysis and cash flow analysis
- 4 **Cost Accounting:** Meaning of cost, expenses, loss, costing, cost accounting, classification of costs. A broad sweep of elements, techniques and methods of cost. Preparation of Cost Sheet- historical cost v/s standard cost, full costing v/s relevant cost, cost accounting v/s management accounting, Marginal costing and Activity Based Costing A broad sweep of budgetary control and standard costing

References:

- Accounting for Management – Dr. Jawaharlal
- Financial Accounting: A Managerial perspective –R.Narayanswamy
- Introduction of Management Accounting- Horngren, Sundem, Stratton.
- Cost and Managerial Accounting - Duncan Williamson
- Cost accounting for Business Managers-Asish K Bhattacharayya.
- Management and Cost Accounting- Colin Drury
- Management Accounting –Hensen Mowen
- Financial Analysis and Modelling – Chandan Sen Guptha

Practical component:

- Collecting Annual reports of the companies and analyzing the
- Financial statements using different techniques and presenting the same in the class.
- Analyzing the company's cash flow statements and presenting the same in the class.
- Exposing the students to usage of accounting software's (Preferably Tally)

1.5 MANAGERIAL ECONOMICS

Course workload	:	3 Credits consisting of 30 Sessions.
Examination	:	One Paper of three hours duration and carrying 100 Marks)
Objectives	:	To acquaint the students with the concepts and Techniques used in Micro-economic theory and to enable them to apply this knowledge in business decision making. Focus is on the changes in the nature of business firms in the context of globalization.
Pedagogy	:	Lectures Case study discussions and Seminars. (2 Hours of Lectures and 2 Hours of Tutorials)
Practical Component	:	01 Hr/ Week

1. Definition, nature and scope of managerial economics. Demand analysis and forecasting, factors effecting demand, demand distinctions, elasticity of demand, demand forecasting.
2. Production functions, Cost-output relationships in the short-run and long – run, economies of scale. Market structure: perfect competition, monopoly, monopolistic competition, Oligopoly, price-output decisions under different market structures. Pricing policies and practices, price discrimination, price leadership. Behavior of the firm and profit theories: nature and objectives of the firm, An outline of theories of firm, profit theories.
3. Macro-economies and measurements: National income concepts and measurements; income and product concepts; measurement of national income and related aggregates.
4. Income, price level and employment ; consumption function, aggregate investment, money and interest rates, aggregate supply and price level, employment and unemployment, fluctuations and growth.
5. A broad sweep of macro-economic policies: Objective and tools of fiscal policy. Government expenditure and revenue, budget analysis; objectives and tools of monetary policy, concepts of money supply, banking system and money markets, balance of payment concepts.

Text/References :

1. C.H.Peterseon and C.W.Levis “Managerial Economics”(MacMillan Publications).
2. M.H.Spencer “ Managerial Economics”(Richard .D. Irwin Publication).
3. R.Dorhbusch and S.Fisher, “Macro-Economics”(Mc Graw Hill Publication)
4. Managerial Economics- Dominick Salvatore.
5. Managerial Economics- Gupta and Mote
6. Economics- Samuelson & Nordhaus

Practical Components:

- Assessment of Impact of advertisement or sales promotion on the demand of a product (Preferably FMCG goods)
- Study of demand elasticity for a product when there is a price increase or price decrease.
- Market surveys/ consumer intention survey for an existing or a new product/service.

1.6 Quantitative Techniques for Management

Course workload	:	3 Credits consisting of 30 Sessions.
Examination	:	One Paper of three hours duration and carrying 100 Marks)
Objectives	:	To make the students familiar with basic Statistical techniques. Focus in on their application in business decision making apparatus.
Pedagogy	:	Lectures-cum-discussions and exercises. (2 Hours of Lectures and 2 Hours of Tutorials).
Practical Component:	:	01 hr/ Week

1. **Application of quantitative methods in managerial decision making:** Data collection – classification – tabulation – frequency distribution – measures of central tendencies and dispersion, Correlation and regression of two or three variables, rank correlation.
2. **Set theory and set algebra:** Fundamentals of set operations- probability rules- mutual independence and dependence events- conditional probability – Bayes theorem, Monte Carlo simulation.
3. **Random variable:** Probability distributions- expectations and variance- binominal, Poisson and normal distributions, sampling distributions, chi-square distribution.
4. **Sampling:** Sampling techniques- determination of sampling size- estimation- point, estimation and confidence interval of mean and proportion.
5. **Hypothesis testing:** For means and proportions and for difference of means and proportions – analysis of variance, construction of Index Numbers.

References:

- Statistics for Managers – Using Microsoft excel – Levine, Stephan & others
- Statistics for Management – Richard Levin and Rubin[Excel version]
- Statistics – Murray Spiegel, Schaum Series.
- Probability and Statistics – Murray Speigel, Schaum Series.
- Quantitative Business Analysis – Text & Cases – Samul Bodiley & others.
- Business Statistics – Kazmier, Schaum Series.
- Basic Business Statistics – Bereuram and Levine.
- Quantitative Methods – Anderson, Sweeny & Will.
- Quantitative Techniques in Managemenr (Problems & Solutions) by R. Selvaraj.
- Using SPSS by James B. Cunningham.
- Statistical Methods for Management by Veerachamy.

- Statistics for Management by Levin, Rubin 7/e, PHI.
- Statistical Methods by S. P. Gupta.

Practical Components:

Students are expected to Find the following parameters or Prepare for a given dataset using MS Excel and SPSS.

- Draw all types of Diagrams and Graphs.
- Construction of one way and two way tables.
- Arithmetic Mean, Geometric Mean.
- Harmonic Mean.
- Median, Mode.
- Quartiles, Deciles, Percentiles.
- Minimum, Maximum, Range.
- Quartile Deviation, Mean Deviation, Standard Deviation, Variance, coefficient of Variance.
- Co-efficient of Skewness: - Karl- Pearson, Bowley, Kelly,
- Correlation coefficient.
- Regression coefficient – Slope (b in $y = a + bx$).
- Regression Constant – Intercept (a in $y = a + bx$).
- Z-Test, t-test.
- Chi-Square test Values.
- Analysis of Variance (ANOVA) Values.
- Students should be aware of the practical use of measure of central tendency, measures of dispersion, correlation and regression. Students should list out the companies which use the said statistical tools and they should also be able to answer when, where and why those tools used by the company.
- Students should be aware of the computation of indices of capital market such as Sensex and nifty.

SECOND SEMESTER

2.1 Marketing Management

Course workload	:	3 Credits consisting of 30 Sessions.
Examination	:	One Paper of three hours duration and carrying 100 Marks)
Objectives	:	To familiarize the students with marketing concepts and to develop their decision-making abilities in the marketing context.
Pedagogy	:	Lectures Case study discussions and presentations(both group and individual) (2 Hours of Lectures and 2 Hours of Tutorials)
Practical Component:	:	01 Hr/ Week

- 1. Introduction to Marketing Management:** nature of marketing management, Types of products / services. Marketing concepts: Product, Production, Selling, Marketing and Societal, Concepts Marketing environment, elements of Marketing Mix. Classification of goods & services.
- 2. Consumer Behavior:** consumer & buyer behavior process, models of consumer behavior. Market research and market intelligence. Marketing information system.
- 3. Market Segmentation and Targeting:** concept of segmentation and targeting, basis for segmentation. Segmentation for consumer and industrial products, Product positioning.
- 4. Product & Price:** product Mix and Product Line, levels of product, new product development, product life cycle strategies. Branding, types of brands, brand building, brand equity. Packaging and labeling. Pricing, new product pricing strategies, Public policy and pricing.
- 5. Promotion and Place Mix:** elements of promotion mix, Marketing communication process, Publicity, Advertising and public relations. Personal selling and sales promotion. Direct marketing and online marketing. Distribution channels and logistics management, Channel design and administration.

References:

- Marketing Management – Philip Kotler, Prentice Hall India, (New edition)
- Basic Marketing – Perault
- Fundamentals of Marketing – William Stanton
- Principles of Marketing – Philip Kotler and Garry Armstrong
- Marketing Management – Rajan Saxena
- Marketing Management – Zickmund
- Marketing – Ramesh Kumar

Practical Components:

- Consider a few products like mobile phone, shoes, clothes etc and analyse their buying motives.
- Analyse the product life cycle of a few common products like laptops, refrigerators, desktop computers etc.
- Go to a supermarket and study the pricing, packaging and advertising strategy of some FMCG companies like Levers, Godrej etc

2.2 Human Resource Management

Course workload	:	3 Credits consisting of 30 Sessions.
Examination	:	One Paper of three hours duration and carrying 100 Marks)
Objectives	:	To acquaint the students with the concepts of Human resource Management.
Pedagogy	:	Lectures Case study discussions and Seminars.

1. **Introduction to HRM:** Meaning, Nature, Significance and Scope, Difference between HRM and Personnel Management, Historical evolution of HRM, Major functions of HRM, Line functions and staff functions, Principles of HRM, HR Competencies, Institutions of repute which impart HRM education in India, Professional Associations in HRM, Career opportunities in HRM.
2. **HR Planning, Recruitment and Selection:** Scope of HR planning, Job analysis, Job design, Job description and Job evaluation, Methods of recruitment, Testing for selection of employees, Use of psychological test, Selection process, Interviews, Errors in selection.
3. **Training and Development:** Meaning and significance of training and development, Process of training development, needs analysis, training design, training implementation and training evaluation. Methods of training- on the job methods and off the job methods.
4. **Compensation and benefits:** Meaning and significance of compensation and benefits, Basic salary, allowances, incentives, perks, and benefits. Structured pay scales of the government sector and cost to company approach of the private consultant. Statutory aspects of compensation and benefits.
5. **Performance management:** Meaning and significance of performance management. Process of performance management. Types of performance appraisal system. Performance goal setting, performance coaching and monitoring, performance evaluation and performance feedback. Aligning performance outcome to career and succession planning.

References:

- HR and Personnel Management – Keith Davis
- Personnel Management – Flippo
- Human Resource Management – T.V. Rao
- Human Resource Management – Pattanaik
- Human Resource Management – Micheal Armstrong
- Human Resource Management –Gary Desseler

Practical Component:

- Expose students to simulated recruitment exercises- Job profile, personal profile, advertisements etc.
- Expose students to standard selection tests followed in various sectors.
- Exploring performance appraisal practices in various sectors.
- Give a job analysis case and ask the students to prepare job description and job specification.
- Give a case and ask the students to prepare the recruitment advertisement for a news paper.
- Ask the students to prepare an appointment letter for the post of office manager of a company known to you.
- Exploring employee separation practices.

2.3 Financial Management

Course workload	:	3 Credits consisting of 30 sessions
Examination	:	One Paper of three hours duration and carrying 100 Marks)
Objectives	:	To acquaint the students with the broad framework of financial decision-making in corporate enter-praises.
Pedagogy	:	Lectures-cum-discussions and exercises.

- 1. Introduction to financial management**, objectives of financial management – profit maximization and wealth maximization, changing role of finance managers. Interface of Financial Management with other functional areas. Time value of money - Future value of single cash flow & annuity, present value of single cash flow, annuity & perpetuity, simple interest & Compound interest. Sources of finance- long and short term sources of finance.
- 2. Cost of Capital:** Basic concepts, cost of debenture capital, cost of preferential capital, cost of term loans, cost of equity capital, Cost of retained earnings. Determination of Weighted average cost of capital (WACC) and Marginal cost of capital.
- 3. Capital Budgeting:** Investment evaluation techniques – Net present value, Internal rate of return, Modified internal rate of return, Profitability index, Payback period, Discounted payback period , Accounting rate of return, estimation of cash flow for new project, replacement projects.
- 4. Capital Structure and Dividend decision:** Leverages – Determination of operating leverage, financial leverage and total leverage. Capital structure theories - Traditional view vs MM hypothesis. Dividend policy – Factors affecting the dividend policy - dividend policies- stable dividend, stable payout. Dividend decisions, Relevance vs irrelevance of dividends.
- 5. Working Capital Management and Finance:** factors influencing working capital requirements, cash management, Receivables management and Inventory management, Working capital finance in India.

References:

1. Financial Management - Khan M. Y.& Jain P. K, 6/e, TMH, 2011.
2. Financial Management - Pandey I. M, 10/e, Vikas.
3. Financial Management - Prasanna Chandra, 8/e, TMH, 2011.
4. Fundamentals of Financial Management - Brigham & Houston, 10/e, Cengage Learning.
5. Fundamentals of Financial Management – Vanhorns & Bhandari, Pearson Education.
6. Fundamentals of Financial Management –Vanhorne & Wachowicz, 13/e, PHI, 2011
7. Financial Management –Shah, Wiley India (P) Ltd.

Practical Components:

- Students have to select a micro small or a medium sized enterprise and identify the finance function of the organization and know the sources of financing, techniques used for investment decision. And critically evaluate the process of financing and investment decisions taken by them.
- Each student has to select a company of his/her choice and use the annual report to study the working capital management employed by them and work out liquidity ratios. Students can also compare the working capital management of companies in the same sector.
- Students should choose the factors for determining the cost of capital of a company chosen by them and compute cost of capital for that organization.
- Students have to identify the capital structure theory used by the organization chosen by them.

2.4 Research Methodology

Course workload	:	3 Credits consisting of 30 sessions
Examination	:	One Paper of three hours duration and carrying 100 Marks)
Objectives	:	To equip the students with the basic understanding of the research methodology and to provide an insight into the application of modern analytical tools and techniques for the purpose of managerial decision-making
Pedagogy	:	Lectures and assignments. (2 Hours of Lectures and 2 Hours of Tutorials).

1. **An overview-** Nature and scope of research, Research process and Types of Research, Business Research Design: Steps involved in a research design.
2. **Sampling and Data Collection** - Sampling and sampling distribution - Meaning, Steps in Sampling process, Types of Sampling - Probability and non probability Sampling Techniques. Data collection: Primary and Secondary data – Sources – advantages/disadvantages. Data collection Methods: Observations, Survey, Interview and Questionnaire design, Qualitative Techniques of data collection.
3. **Measurement & Scaling Techniques** - Nominal Scale, Ordinal Scale, Interval Scale, Ratio Scale, Criteria for good measurement, attitude measurement.
4. **Data Analysis** - Formulation of hypothesis, testing of hypothesis and inferences - Procedure of testing hypothesis, Type I and Type II Errors. Parametric tests, Analysis of Variance – One-Way and Two-way classification, Chi-Square test.
5. **Preparation and presentation of research report-** Report writing. A broad sweep of research applications.

References:

1. Business Research Methods–Donald R. Cooper & Pamela S Schindler, 9/e, TMH,3007.
2. Statistics for Management, Levin and Rubin
3. Research Methodology- Kothari C. R, 2/e,Vishwa Prakashan, 3002.\
4. Research Methodology: Concepts and Cases – Deepak Chawla & Neena Sondhi, Vikas, 3011

5. Management Research – Bennet, Roger, ILO Publications.

Practical Components:

- Each student should choose a research topic of their own and apply all steps of research process and present the same in the class (develop objectives and hypothesis and collect data from various sources, analyze the data and report)
- Students are expected to find the values for chi-square test and ANOVA using MS Excel and/or SPSS software.
- Students have to incorporate all the report writing standards and practice the same.

2.5 Organizational Behavior

Course workload	:	3 Credits consisting of 30 Sessions.
Examination	:	One Paper of three hours duration and carrying 100 Marks)
Objectives	:	To familiarize the students with the behavior of individual and group at the knowledge workplace.
Pedagogy	:	Lectures ,role-playing (simulation) exercises and case study discussions.

1. **Fundamentals of Organizational Behavior:** Introduction, evolution of organizational behavior, individuals and Organizations, forces affecting organizational behavior, Changing work force and employment relations, impact of globalization and information technology on organizational behavior, models of O.B.
2. **Individual Dimensions in Organizational Behavior:** individual differences – perceptions, interests, aptitude, attitude, learning, personality, creativity, learning curve, team building.
3. **Group Dynamics:** group behavior, team development, group cohesiveness – group decision making process, , Effective teams, organizational conflicts, & conflict resolution, interpersonal skills, Johari Window and transactional analysis.
4. **Motivation:** theories and models of motivation, Leadership, theories of leadership & leadership styles.
5. **Management of Change:** resistance to change, change models, change agents. Organizational effectiveness, Organizational climate and culture, learning organizations.

References:

1. Organizational behaviour, Stephen P Robbins, Timothy A. Judge, Neharika Vohra, Pearson, 14th Edition, 2012.
2. Introduction to Organisational Behaviour – Michael Butler, Jaico Publishing House,
3. Organization Behaviour – Ashwathappa, Himalaya Publication House.
4. Organizational Behaviour - Fred Luthans, 12/e, Mc-Graw Hill International, 2011.
5. Management and organizational Behaviour - Laurie J Mullins, Pearson education
6. Fundamentals of organizational behaviour - Slocum/Hillriegel. Cengage Learning
7. Organizational Behaviour - Aquinas P. G, Excel Books.
8. Human Behavior at Work- Keith Davis
9. The Fifth Discipline- Peter Senge
10. The Seven Habits of highly Effective People- Stephen Covey
11. Understanding Organizational Behaviour – Uday Parekh

12. The Five Minds-Howard Gardner
13. Work in the 21st Century – Landy and Jeffrey

Practical Components:

- Students have to choose an organization of their own and understand the model of O.B adopted for that organization, leadership style followed and how employees are motivated in the organization with reference to the motivational theories.
- Each student has to prepare the leadership profiles of any 5 business leaders of their choice and report their leadership qualities and behaviors with respects to the trait, behavioral and contingency theories studied.

2.6 Production and Operations Management

Course workload	:	3 Credits consisting of 30 Sessions.
Examination	:	One Paper of three hours duration and carrying 100 Marks)
Objectives	:	To acquaint the students with decision-making in production and operation functions both in manufacturing services.
Pedagogy	:	Lectures Case study discussions presentations(both group and individual)

1. **Operations Management:** product strategies – Product life cycle – Productive system types – Impact of technology and organization of the operations function – Requirements of forecasting for operations.
2. **Plant Location and Types of Plant Layout:** product planning and control – Inventory planning and control – Materials requirements planning – Planning production in aggregate terms.
3. **Job Designing:** work study and time study – Statistical quality control methods – Japanese manufacturing systems – Flexible manufacturing system – Operations systems of the future.
4. **Total Quality Management:** trends in quality management benchmarking and business process reengineering, Kaizen – Six Sigma– Quality criteria based on Deming prize – Malcolm Baldrige Award. Quality Management Systems, Quality certification, QC tools, Cost of quality, Innovation process and significance.
5. **Supply Chain Management:** concept of SCM. Operating model for supply chain. Managing the external and internal supply chain. Global SCM and sourcing.

References:

- Modern Production Management – Buffa Elwood. S, and Rakesh K. Saren, John Wiley and Sons, 3003.
- Production and Operation Analysis – Steven Nahmas
- Cases in Production / Operations Management – K.N. Krishnaswamy
- The Benchmarking Management Guide – American Productivity and Quality Center, Productivity Press, USA, 1993.
- Total Quality Management – Dale H. Besterfield and others – Pearson Education, New Delhi, 3003.
- Total Quality Management – Poornima Choudhary – Pearson Education – New Delhi, 3002.

- Total Quality Management – Sridhar Bhatt.
- Supply chain Management theory and practices – Mohanty and Deshmukh, Biztantra 3005.

Practical Component

- Students have to study plant layouts used for various types of organizations like manufacturing firms, retail outlets, hospitals, hotels, etc and prepare a report.
- Students have to identify different types of services and study how their delivery systems are designed
- Students have to prepare formats of different documents used in stores, purchase and inventory management like bin card, ledger, tender, quotation, indent etc

THIRD SEMESTER

3.1 Legal Aspects of Business

Course workload :	3 Credits consisting of 30 Sessions.
Examination :	One Paper of three hours duration and carrying 100 Marks)
Objectives :	To enable the students to understand the basic laws affecting the operation of a business enterprises.
Pedagogy :	Lectures Case study discussions and Seminars.

1. **The Indian Contract Act 1872:** Definition and its essentials, formation of valid contract-offer and acceptance, consideration, capacity of party provision regarding void agreement, performance of contract, discharge of contract, remedies for breach of contract.
2. **Negotiable Instruments Act, 1881:** Definition and characteristics, kinds and parties to negotiable instruments, holder and holder in due course, endorsement and types of endorsements, bouncing of cheques, noting and protesting.
3. **Companies Act, 2013:** Definition of company, features and types of company, incorporation and registration, memorandum and articles of association, prospectus, share capital, provision relating to directors and company meeting, dissolution of company.
4. **Intellectual property Law:** Overview of Patents, Trademarks, Copy Rights Act.
5. **Consumer Protection Act, 1986:** Aims and objectives of the Act-Who is consumer, procedure for complaint under the Act, remedies, appeals, enforcement of orders and penalties.

References:

- A Manual of Business Laws – S.N. Maheshwari and S.K. Maheshwari Business.
- Bulchandani K. R. -- Business Law for Management—(Himalaya Publishing House, 3rd Edition)
- Gulshan J.J. - Business law Including Company Law (New Age International Publisher, 13th Edition)
- Kuchhal M.C. – Business Law (Vikas Publication, 4th Edition)
- Avtar Singh – Principles of Mercantile Law (Vikas Publication, 4th Edition)
- Bare Acts of respective legislations.

3.2 International Business Environment and Management

Course workload	:	3 Credits consisting of 30 Sessions.
Examination	:	One Paper of three hours duration and Carrying 100 Marks)
Objectives	:	To equip the students with written and spoken Communication skills essential in Business Situations, invoicing decision making and Implementation
Pedagogy	:	Lectures Case study discussions and Presentations.(both group and individual)

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1. International Business: An overview: Types of IB; The external environment, the economic and political environment, the Human Cultural environment. The impact of these environments, the Human cultural environment. The impact of these environments on trade and investment patterns, Recent world's Trade and Foreign Investment trends, balance of payments accounts and macro-economic management. (10 Sessions)
 2. Theories and Institutions: Trade and Investment; Government influence on trade and Investment; Determination of Trading partner's inter-dependence, and dependence. (15 Session)
 3. World Financial Environment; cross – national co-operation and agreements; Tariff and Non – Tariff Barriers; WTO, Regional Blocks. Operations Management in international firms. Foreign Exchange Market mechanism. Determinants of exchange rates, Euro-currency markets, off-shore financial centres; International Banks; Non-banking Service Firms; global competitiveness. (15 Sessions)
 4. Export Management: Licensing, Joint ventures technology and global competition. Globalization and HRD. (10 Sessions)
 5. Country Evaluation and Selection; International Business Diplomacy; Negotiating an international business, issues in asset protection, multilateral settlements: Consortium approach and External Relations Approach.

Text References:

- Bhalla V.K and S.Shivaramu “International Business Environment and Business”(Anmol Publications).
- Selected Articles published by well-known authors in journals.
- Daniel, John D and Radebanh, Lee. H” International Business(Addison Wesley Publications)
- Bhalla V.K “International Economy: Liberalization Process” (Anmol Publication)

3.3 Operations Research (Decision Making Models)

Course workload :	3 Credits consisting of 30 Sessions.
Examination :	One Paper of three hours duration and carrying 100 Marks)
Objectives :	To enable the students to develop an understanding of basic decision models and their role in managerial decision-making.
Pedagogy :	Lectures and assignments..

1. **Linear programming:** types of linear programming, simplex method, primal and dual, sensitivity analysis, resource allocation, production planning, product mix and capital budgeting decisions using softwares.
2. **Transportation and assignment problem:** sequencing problems, Decision making under risk and uncertainty, decision trees. MS excel solver for all the above models.
3. **Game Theory, Queuing theory, Markov Processes**
4. **Goal Programming and simulation**
5. **Network Techniques (PERT & CPM)**

References:

1. Lapin.L “Quantitative Methods” (Harcourt Publications)
2. Taha.H.A “Operations Research”, PHI Publications
3. Budwick F. S. McLeavey D “Principles of operations research for management”
4. Sharma J.K “Operations Research’ theory and applications”

Practical Components:

Solving and analyze theoretical problems by using software packages like excel-data analysis, SPSS.

ELECTIVE PAPERS

MARKETING

3.4 Elective MM 1: Consumer Behavior and Marketing Research

Course workload	:	3 Credits consisting of 30 Sessions.
Examination	:	One Paper of three hours duration and carrying 100 Marks)
Objectives	:	To acquaint the students with the concepts of consumer decision making. Focus is on how the behavior of the consumer is influenced by various determinants.
Pedagogy	:	Lectures Case study discussions and Seminars. Practical Component: 01 Hr/ Week

1. **Consumer Behavior:** introduction, nature, scope and application, Factors influencing consumer behaviour, Personality, Psychographics, Family, Society, perception, Attitude, Different models of consumer behaviour – Economic, Learning, Psychoanalytical, Sociological, Howard Shett, Nicosia, and Engel Blackwell model.
2. **Buying Decision Making Process:** buying roles, Stages of the decision process, Post purchase decisions, influencing factors and determinants of consumer buying behavior, organizational buying behavior.
3. **Marketing Research:** An introduction, meaning of research, objective of research, importance of marketing research, research process, criteria of good marketing research
4. **Research Designs:** types of research designs, Techniques and tools of data collection – Scales and measurement, various types of data, sampling techniques, Sample size determination. Analysis and interpretation of data, reporting the research findings.
5. **Application of Quantitative Tools in Marketing:** decision making using Regression analysis, ANOVA, Discriminant analysis, Factor analysis, Cluster analysis, Multi-dimensional scaling and Conjoint analysis, Use of SPSS for data analysis.

References:

- Marketing Research – R.Nargundkar
- Consumer Behaviour – Schiffman and Kanuk
- Marketing Research – Tull, Green and Hawkins
- Business Research Methods – Zikmund
- Marketing Research – N.K. Malhotra
- Marketing Research – Parashuraman, Grewal
- Consumer Behaviour – Hoyer Mac Innis

Practical component

- Students can go to malls and unorganized retail outlets and observe the behaviour of consumers of different demographic segments while buying different category of goods. Come back to class and present the findings / observations followed with a group discussion.
- Students can prepare a questionnaire and do a survey on consumer buying behaviour and present the findings in the class.

3.4 Elective MM 2: Advertising and Media Planning

Course workload	:	3 Credits consisting of 30 Sessions.
Examination	:	One Paper of three hours duration and carrying 100 Marks)
Objectives	:	To enable the students with the concepts of advertising and to enable them to apply this knowledge in designing the advertisement and selection of best media
Pedagogy	:	Lectures Case study discussions and Seminars.

Practical component: 1 Hr/week

1. **Promotion Mix:** elements of marketing promotion mix, Advertising, Publicity, Personal selling, Public relations and Sales promotion, Determinants of promotion mix.
2. **Advertising:** Nature, scope and types of advertisement, economical, social and ethical aspect of advertising, advertising aids, role of advertisement in modern business, Advertising planning and decision making.
3. **Advertising Campaign Planning:** setting advertising goals and objectives, The DAGMAR Approach. Message strategies and tactics, Creative approaches, Copywriting and testing, Advertising copy design and communication strategy, Copy-visualization lay out, Advertising appeals and themes, Classification of advertisement copies, Essentials of a good copy. Exercises in drafting advertisement copy.
4. **Advertising Media:** types of media, media planning and scheduling, Advertisement budgets, approaches to advertising, budgeting. Measuring advertising effectiveness. Advertising strategies for rural markets.
5. **Advertising Agencies:** profile of major advertising agencies in India and abroad, rural advertising, social advertising, ethics in advertising, advertising standards council of India (ASCI).

References:

- Advertisement and Promotion – Belch and Belch
- Advertising – Aaker and Bathra
- Advertising Management – Chunawalla
- Advertising Management – Write and Ziegler
- Contemporary Advertising – Williams Arens
- Advertising Management – Rajeev Batra, John G.Myer, David Aker
- Advertising Planning & Implementation – Sangeeta Sharma & Raghuvir Singh
- Advertising Principles and Practice – Wells, Moriatry, Burnett
- Advertising Management – Jaishri Jethwanry, Shruthi Jain
- Marketing Communication – Dahlen

Practical component

- Study the role of newspapers, radio, television, billboards, internet and other media in the marketing of mobiles. Soft drinks, jeans, mobiles etc.
- Take an advertisement introducing a new product like soap, biscuit etc and find the media in which it was advertised. Ask your friends if they can recall this advertisement and the message. Analyse if they would or would not buy the product on the basis of this advertisement? And why?

3.4 Elective MM 3: Product and Brand Management

Course workload	:	3 Credits consisting of 30 Sessions.
Examination	:	One Paper of three hours duration and carrying 100 Marks)
Objectives	:	To acquaint the students with the concepts and techniques used in Micro-economic theory and to enable them to apply this knowledge in business decision making. Focus is on the changes in the nature of business firms in the context of globalization.
Pedagogy	:	Lectures Case study discussions and Seminars.

Practical component: 1Hr/week

1. **Introduction to Product Management:** basic concepts of product; classification of product; product mix and line decisions; growth strategies for FMCG; organizing for product management. Product market strategies for leaders, challengers and followers.
2. **New Product Planning and Development:** organizing for new product, new product development process, Launch strategy, Reasons for new product failures, consumer adoption process, product life cycle concepts.
3. **Marketing Planning:** planning process, components of marketing plan – competition analysis, product category attractiveness analysis, customer analysis and competitor analysis. Segmenting – Targeting – Positioning (STP) – basis for segmentation, differentiation and positioning, Techniques of good positioning, Pricing and channel management strategy.
4. **Brands and Brand Management:** customer based brand equity – brand positioning and values – choosing brand elements to build brand equity.
5. **Designing Marketing programs to build brand equity:** measuring sources of brand equity – design and implementing branding strategies – managing brand over time.

References:

- Product Management – Donald R. Lehman, Russel S. Winner and
- Strategic Brand Management - Kevin L.Keller
- The Brand Management Checklist – Brab Vanauken and Managing Indian Brands – Ramesh Kumar
- Application Exercises in Marketing – Ramesh Kumar
- Brands & Branding by The Economist
- Strategic Brand Management by Jean Noel Kapferer
- Building, Measuring, and Managing Brand Equity by Kevin L.Keller
- Handbook of new product management – Christopher H.Luch

Practical Components:

- Trace the evolution of brands & their offerings & innovations across 5 categories---FMCG, durables, services, corporate & government. Present your findings to a panel of marketers
- Write an essay on “What will happen if brands are banned one sudden day?” present to class.

FINANCE

3.5 Elective FM 1: Advanced Financial Management

Course workload :	3 Credits consisting of 30 Sessions
Examination :	One Paper of three hours duration and carrying 100 Marks)
Objectives :	To provide practical analytical knowledge and skills pertaining to the contents of the syllabus.
Pedagogy :	Lectures, Case discussions and Seminars.

Practical Component: 01 Hr/ Week

- 1. Mergers and Acquisitions-** Meaning and definition, types of merger – motives behind mergers – theories of mergers – operating, financial and managerial synergy of mergers – value creation in horizontal, vertical and conglomerate mergers – internal and external change forces contributing to M & A activities.
- 2. Corporate financial modeling** – Agency problem and consideration. Effect of inflation on Asset value, firm value and returns. Financial Management of sick units: Definition of sickness, causes, symptoms, predictions, revival strategies, institutions for revival of sick units. Economic Value Added (EVA) – concept, components of EVA. Market Value Added (MVA).
- 3. Real Options in Capital Investment:** Types of options – expansion, Abandonment and postponement.
- 4. Project Risk Analysis:** Techniques for measuring stand alone risk – Sensitivity analysis, Scenario analysis and Simulation.
- 5. Financing Decisions:** Sources of long-term finances for a project, leasing – types of leases, structuring of lease rentals and evaluation of lease, hire purchase and its evaluation.

References:

1. Financial Management – I. M. Pandey
2. Financial Management – Khan & Jain
3. Financial Management – S. M. Inamdar
4. Financial Management – N. M. Vechlekar
5. Financial Management – S. C. Kuchal
6. Financial Management & Policy – R. M. Shrivastava
7. Financial Management – Prasanna Chandra

Practical Components:

- Visit a non bank financial institution providing leasing and hire purchase services and practically learn the process of lease and hire purchase financing; and acquaint them to compute lease rentals/hire rentals, cash flows and also submit a comprehensive report on some select cases.
- Computation of EVA and MVA of some select financial institutions.
- Identify and analyze the financial synergy associated with any one of the recent merger/acquisition that has taken place and submit a succinct report.

3.5 Elective FM 2: Security Analysis and Investment Management

Course workload	:	3 Credits consisting of 30 Sessions.
Examination	:	One Paper of three hours duration and carrying 100 Marks)
Objectives	:	To provide the students with an understanding of fundamental analysis, technical analysis and efficient market theories and various interlinkages that influence the securities market.
Pedagogy	:	Lectures Case study discussions and Seminars.

1. **Securities Market:** Primary Market and Secondary Market. Functioning of Stock Exchanges, Trading and Settlement Procedures, Leading Stock Exchanges in India. Stock Market Indicators-Types of stock market Indices, Indices of Indian Stock Exchanges, and Recent developments in Indian stock markets. Mutual Funds: Functions of Investment companies, Classification of Investment companies, Mutual Fund types, Performance of Mutual Funds NAV.
2. **Securities Investment:** Investment: Definition, Attributes, Economic vs. Financial Investment, Investment and speculation, Features of a good investment, Investment Process, Investment constraints and goals, Security & non security forms of investment. Concept of risk and return: Types of Risk- Systematic risk, Unsystematic risk and its components, Calculation of Risk and returns.
3. **Fundamental Analysis:** Economy Analysis: Macro-Economic factors affecting the industry – economic forecasting and stock investment decision. Industry Analysis: Key characteristics in Industry Analysis, Industry life cycle analysis, Structural analysis using Michael E Porter framework, SWOT Analysis Company analysis: Key characteristics in Company Analysis, Financial Statement Analysis, Ratio Analysis, the Impact – present situation prospects and management evaluation.
4. **Technical Analysis** – Concept, Theories- Dow Theory, Eliot wave theory. Various kinds of Charts-- Trend and Trend Reversal Patterns. Mathematical Indicators – Moving averages, ROC, RSI, and Market Indicators, Concept of depth, breadth and resilience of the market. Efficient Market Hypothesis: Random walk and Efficient Market Hypothesis, Forms of Market Efficiency, Empirical test for different forms of market efficiency.

5. **Valuation of Securities:** Valuation of Equity – Nature of equity instruments, various models for calculation of intrinsic value -- Equity Valuation Models, Understanding price earnings ratio.
Valuation of Debentures/Bonds: nature of bonds – Bond return, Prices and their movements, valuation, Bond theorem, Term structure of interest rates, Duration, Bond Management Strategies – Active, semi active and passive strategy, Immunization, duration, convexity. Special kinds of fixed income securities.

References:

1. Investment Analysis and Portfolio management – Prasanna Chandra, 3/e, TMH, 2010
2. Investments – ZviBodie, Kane, Marcus & Mohanty, 8/e, TMH, 2010.
3. Investment Management – Bhalla V. K, 17/e, S.Chand, 2011.
4. Investment Management – Preethi Singh, 17/e, Himalaya Publishing House, 2010.
5. Security Analysis & Portfolio Management- Kevin S, 10/e, PHI, 2011.
6. Guide to Investment Strategy-Peter Stanyer, 2/e, Viva Publishers, 2010.
7. Security Analysis & Portfolio Management – Sayesh N. Bhat , 1/e, Biztantra, 2011.
8. Security Analysis & Portfolio Management– DhaneshKhatrri , Macmillan , 1/e, 2010.
9. Security Analysis & Portfolio Management – Avadhani V. A, HPH.

Practical Components:

- Students have to identify various avenues of investment by meeting investors for
- Individuals whose income is below 5 lakh rupees per annum
- Individuals whose income is in between 5 lakh and 20 lakh per annum
- Individuals whose income is above 20 lakh per annum
- Students have to do a macro economic analysis for the Indian economy using IO model, Industry analysis for specific sectors using Michael E Porters five force model and company analysis for select companies using balance scorecard technique
- Students should list out industry wise sources of raising funds and present the same in the class.
- Students should select some securities and collect data of last 3 months and practice technical analysis to know the timing of buying.

3.5 Elective FM 3: Portfolio Management

Course workload	:	3 Credits consisting of 30 Sessions.
Examination	:	One Paper of three hours duration and carrying 100 Marks)
Objectives	:	To provide the students with the indepth knowledge of the theory and practice of portfolio management.
Pedagogy	:	Lectures Case study discussions and Seminars.

1. **Introduction to Portfolio Management:** Portfolio concept, Diversification- Investment objectives, Risk Assessment, Selection of asset mix, Risk, Return and benefits from diversification. Portfolio optimization – simple marketing portfolio optimization model – utility, indifference curve and risk penalty. Strategies of Warren Buffet and Peter Lynch, The investment Gurus
2. **Portfolio Risk and Return:** Expected returns of a portfolio, Calculation of Portfolio Risk and Return, Portfolio with 2 assets, Portfolio with more than 2 assets. Portfolio Management Strategies: Active and Passive Portfolio Management strategy.
3. **Modern Portfolio Theories** – An optimal portfolio selection, Markowitz risk return diversification model – generating efficient frontier shapes, Single Index Model, Capital market theorem, Capital Asset pricing model: Basic Assumptions, CAPM Equation, Security Market line, Extension of Capital Asset pricing Model - Capital market line, SML VS CML. Arbitrage Pricing Theory: Arbitrage, Equation, Assumption, Equilibrium, APT and CAPM.
4. **Portfolio Rebalancing, Upgradation and revision** – Investment timing and formula plans – constant dollar, constant rates, variable ratio plans.
5. **Portfolio Performance Measurement** – Methods of calculating rate of return money weighted, time weighted, linked IRR Sharpe's measure, Treynor's measure, Jensen's measure, Eugene Fama's model of decomposition portfolio returns – buying the index approach –market timing issues in risk adjusted performance measure – managed portfolio and mutual fund – mutual fund performance measures and practice. SEBI guidelines of portfolio management.

References:

1. Investment Analysis and Portfolio management – Prasanna Chandra, 3/e, TMH, 3010.
2. Security Analysis & Portfolio Management – Punithavathy Pandian, 2/e, Vikas, 3005.
3. Security Analysis & Portfolio Management – Fisher and Jordan, 6/e, Pearson, 3011.
4. Security Analysis & Portfolio Management- Kevin S, 10/e, PHI, 3011.
5. Security Analysis & Portfolio Management – Sudhindra Bhat, Excel Books.

Practical Components:

- Each student is expected to trade in stocks with a virtual amount which involves an investment of a virtual amount in a diversified portfolio and manage the portfolio; the Net worth is to be assessed fortnightly.
- Students should compute the risk and return of the portfolio chosen by them.
- Students have to analyse the performance of the portfolio chosen by them using Sharpe's measure, Treynor's measure, Jensen's measure and Eugene Fama's model of decomposition.

HUMAN RESOURCE MANAGEMENT

3.6 Elective HRM 1: Human Resource Development

Course workload	:	3 Credits consisting of 30 Sessions.
Examination	:	One Paper of three hours duration and carrying 100 Marks)
Objectives	:	To acquaint the students with the concepts and techniques used in Micro-economic theory and to enable them to apply this knowledge in business decision making. Focus is on the changes in the nature of business firms in the context of globalization.
Pedagogy	:	Lectures Case study discussions and Seminars.

1. **Human Resource Development:** sub systems of HRD & OD, HRM and HRD, Emerging trends in HRD, HRD in IT industry, public sector, government organizations, and NGOs.
2. **Training:** introduction, Importance of training, Advantages of training, Training challenges, Changing workplace and workforce, Training as a sub system of HRD, Learning environment, Instructional design, Learning outcomes, Feedback, Conditions of transfer, Converting training objectives to training plan.
3. **Performance Management:** traditional and modern techniques, Open Appraisal – Identification of Key Performance Areas and Key Result Areas – Managerial appraisal – Ethical issues in performance appraisal. Potential appraisal, Feedback mechanisms, Performance management and career development. Bi-directional performance management.
4. **Mentoring, Coaching & Employee Counseling Services:** nature mentoring and coaching, Coaching to improve poor performance, Effectiveness of coaching, Need for employee counseling programs, Components & Characteristics, Issues in employee counseling.
5. **Career Planning and Development:** meaning and process – Career path, Career width and Length – Succession planning – Career Development.

References:

- Human Resource Development –Randy L. Desimone, Jon M.Werner & David M.Harris.
- Designing and Managing Human Resource Systems – Pareek, Udai and Rao T.V.
- Recent Experience in Human Resource Development – Rao T.V. and Pereira, D.H.
- Performance Appraisal – Theory and Practice – Rao T.V.
- Effective Human Resource Development – Neal E. Chalofsky, Carlene Reinhart.
- Human Resource Management – Satyadian S. Mirza
- Knowledge Management – Shelda Debowski – John Wiley, India publications.

Practical Components:

- Exploring training and development practices
- Conduct a debate on company employees versus contract employees.
- Give a performance goal setting case and ask the students to perform dyadic role playing.

3.6 Elective HRM 2: Organizational Change and Development

Course workload	:	3 Credits consisting of 30 Sessions.
Examination	:	One Paper of three hours duration and carrying 100 Marks)
Objectives	:	To familiarize the students with the emerging field of organization change and development.
Pedagogy	:	Lectures Case study discussions and Seminars.

1. **Organizational Change:** Meaning, definition, types, planned organizational change, change agents, dynamics of resistance to change, planned change, Quality of work life.
2. **Organization Development:** History of Organization, Development – Values – Assumptions – Beliefs in organization development.
3. **Theory and Management of Organization Development:** Foundations of organization development – Managing the organization development process – Action research and organization development.
4. **Organization Development Intervention:** Team intervention – Inter-group and third party peacemaking intervention – Comprehensive intervention – Structural interventions – Training experiences.
5. **Key Considerations and Issues:** Issues in consultant – Client relationships – System ramifications – Power, politics and organization development – Research in organization development.

References:

- Organization Development – Franch and Bell;
- Organization Behaviour – Fred Luthans
- Human Behaviour at Work – Keith Davis; Organizational Design for Excellence – Khandawalla
- Organizational intelligence – Silber Kearny
- The dance of change – Peter Senge and others
- The fifth discipline – Peter Senge

Practical Components:-

- Students should select an organization of their own choice and identify the change agents in it. And they should also identify the factors responsible for quality of work life and should know how these factors are influencing on the quality of work life in the organization chosen for the study.
- Students should know the relevance of values, assumptions & beliefs of organizational development in relation to the organization chosen by them.
- Students should develop OD process for the organization chosen by them.
- Students should know the role of power, politics and research in relation to the organization chosen for the study.

3.6 Elective HRM 3: Industrial Relations

Course workload	:	3 Credits consisting of 30 Sessions.
Examination	:	One Paper of three hours duration and carrying 100 Marks)
Objectives	:	To acquaint the students with the concepts and techniques used in Micro-economic theory and to enable them to apply this knowledge in business decision making. Focus is on the changes in the nature of business firms in the context of globalization.
Pedagogy	:	Lectures Case study discussions and Seminars.

1. **Industrial Relations:** Historical background, concept and approaches in IR – stake holders of IR, various factors influencing IR, HR approach to IR, essentials of sound IR policy, IR strategies, legal frame work of IR, community of IR. Proactive IR, industrial conflicts, disputes, Conflict resolution.
2. **Trade Unions:** trade union movement and growth of TU in India, national level federations, trade union problems, trade union organization, leadership and management of Trade union, trade union act 1926, registration of trade union, employers association – objectives, origin and growth, legal status, problems of trade unions.
3. **Grievances and Disciplines:** grievances, redressal, discipline, standing orders, acts of misconduct, show cause notice, suspension, Enquiry procedure, Principles of natural justice, Punishments, Demotion suspension, Termination, Removal and dismissals, Conflicts – Industrial disputes –Lay off, Termination simplicitor, Retrenchment, closures, VRS.
4. **Collective Bargaining:** concept, its relevance in IR, CB as an institution, ILO perception of CB, Objectives of CB, Structure, Functions, process, negotiations, bargaining approaches & techniques, patterns of bargaining.
5. **Settlements:** types of settlements wage settlement, bonus settlement, productivity settlement, VRS settlement, Union issues settlement, Reorganization settlement, and transfer, and Layoff, retrenchment and closure settlements.

References:

- Industrial Relation – Ramaswamy
- Industrial Relation – Sarma
- Industrial Relation – Venkatarathnam
- Industrial Relation – Arun Monnappa
- Industrial Relation – T V Rao

Practical Components:

- Give a case of collective bargaining and ask the students to role play.
- Give an industrial disputes case pending before conciliation officer and ask the students to prepare the written reply of the employer for the said case.

FOURTH SEMESTER

4.1 Strategic Management and Business Policy

Course workload	:	3 Credits consisting of 30 Sessions.
Examination	:	One Paper of three hours duration and carrying 100 Marks)
Objectives	:	To enable the students to develop a holistic perspective of enterprise critical from the point of the view of the top executives
Pedagogy	:	Lectures, Case discussions, Presentations.

1. Introduction to strategic management and Business Policy: (A) Evolution genesis, historical perspective of evolution, evolution based managerial practices. The concept of strategy, schools of thought on strategic formation, levels at which strategy operates, strategic decision making and issues associated with it. Elements and strategic management process and models of strategic management process. (B) Hierarchy of strategic intent – understanding strategic intent, concepts of stretch, leverage and fit, Vision – Nature, definition, benefits and process. Mission – Meaning and Definition, Formulation, communication and characteristics. Business – Definition, Dimensions of business definitions, levels at which business school defines the product/service concept, business model. Goals and objectives – Meaning, role, characteristics, issues, formulation, balance score card approach to objective setting, critical success factors and key performance indicators.
2. Environment – (A) External Environment - Concept, characteristics, Environmental taxonomy, Environment scanning – factors, approaches, sources, methods and techniques used, pitfalls. Appraising – factors affecting environmental appraisal, identifying environmental factors, structuring environmental appraisal. (B) Internal environment – Concept, Sources, behavior, strengths and weaknesses, synergistic effects, capabilities (Financial, Marketing, Operations, Personnel, Information Management, General Management), competencies and competitive advantage. (C) Organizational appraisal - Factors affecting, approaches, sources of information, methods and techniques used (for Internal analysis, Comparative analysis, comprehensive analysis) (D) Structuring organizational appraisal – preparing organizational capability profile, preparing strategic advantages profile.
3. Types of Strategies: Functional strategies, Business strategies and corporate strategies. (A) Functional strategies – Vertical fit, horizontal fit, Functional Plans and policies (functional, financial, marketing, operational, personnel, information management, integration of all these plans). (B) Business strategies – Foundations, industry structure, positioning of the firm in an

industry. Generic business strategies – Cost leadership, differentiation, focus. Tactics (for business strategies) – timing tactics, market location tactics. Business conditions for different industry conditions (Embryonic stage, growth stage, maturity stage, decline stage). (C) Corporate strategies (Expansion strategies, stability strategies, retrenchment strategies, combination strategies, concentration strategies). Integration strategies (horizontal and vertical), diversification strategies (relevance, risk, concentric/related, conglomerate/unrelated, risks associated with it).

4. Strategic Analysis and choice: (A) Process of strategic choice (focusing, analyzing and evaluating strategic alternatives, choosing among strategic alternatives). (B) Tools and techniques for strategic analysis (corporate portfolio analysis, SWOT analysis, experience curve analysis, life cycle analysis, industry analysis, strategic group analysis, competitive analysis). (C) Subjective factors and strategic choice (consideration for government policies, perceptions of CFS and distinctive competencies, commitment to past strategic actions, strategic decisions time and attitude to risk, internal political considerations, timing and competitive considerations). Contingency strategies and strategy plan.
5. Strategy implementation, Evaluation and control: (A) Activating strategies – nature and barriers to implementation, interrelationship of formulation and implementation, models of strategy implementation. (B) Implementation – project implementation, procedural implementation, resource allocation, structural implementation, behavioral implementation, operational implementation. (C) Strategic evaluation– Nature and importance of evaluation and control, participants, barriers and requirements of strategic evaluations. (D) Control – (a) Strategic control, Nature and importance, premise control, implementation control, strategic surveillance, special alert control. (b) Operational control, process evaluation, setting standards, measurement of performance, analyzing variances, taking corrective actions, techniques of strategic control (evaluation techniques for strategic control, evaluation techniques for operational control).

References:

- Strategic Management and business policy – Azhar Kazmi, Tata McGraw-Hill companies.
- Strategy and Structure – Alfred C.Chandler
- Strategic Management – Alex Miller and Irwin
- Competitive Advantages: Creating and Sustaining, Superior Performance – Michael E. Porter
- Competing for the future – Prahlad and Hammel
- The Future of Competition – Prahlad and Venkataraman
- Crafting and executing Strategy – Aauthor A. Thompson and others

Practical Component

- Business Plan: Students should choose an organization of their own choice and asked to prepare a Business Plan (after identifying the characteristics of Vision, components of Mission, objectives of the business and after making industry analysis using Michael E Porter's five force model and internal analysis using Viro model) and the same has to be presented in the class and the report of it to be submitted.
- Pick a successful growing company. Do a web-search of all news related to that company over a one-year period. Analyse the news items to understand and write down the company's strategy and execution efficiency.
- Pick a company that has performed very badly compared to its competitors. Collect information on why the company failed. What were the issues in strategy and execution that were responsible for the company's failure in the market. Analyse the internal and external factors
- Map out GE 9-cell matrix and BCG matrix for some companies and compare them
- Conduct SWOT analysis of your institution and validate it by discussing with faculty
- Conduct SWOT analysis of companies around your campus by talking to them

4.2 Entrepreneurship

Course workload :	3 Credits consisting of 30 Sessions.
Examination :	One Paper of three hours duration and carrying 100 Marks)
Objectives :	To acquaint the students with the concepts of entrepreneurship and make them aware of business planning, venture capital and social entrepreneurship
Pedagogy :	Lectures Case study discussions and Seminars.

1. **Foundations of Entrepreneurship:** Nature of Entrepreneurship, social & cultural factors in nurturing entrepreneurship. Institutional support for promoting entrepreneurship in India, role of Universities & Colleges, CSIR labs. Case study of incubation.
2. **Business Planning:** from idea generation to preparation of detailed business plans. Exercises in preparation of business plans.
3. **Venture Capital:** valuing and financing a venture, stages of venture development and financing, venture capital firms (VC's) venture expansion strategies.
4. **Rural & social entrepreneurship:** potential for entrepreneurship in rural India, SHGs, micro credit etc., Case studies of rural & social entrepreneurship in India.
5. **Entrepreneurs in India:** family businesses, new generation entrepreneurs, women entrepreneurs.

References:

- Entrepreneurship – Prof. T.V.Rao
- Entrepreneurship – Hisrich & Peter
- Stay hungry stay foolish-Rashmi Bhansal
- Entrepreneurship-Mathew J Manimala
- Indias new capitalist – Harish Damodaran
- Business Maharaja's – Geetha Peramal

Practical Component

- Students should identify the institution supporting and promoting entrepreneurship. They should choose an institution of their choice and know the process of entrepreneurship support and promotion by that institution.
- They should prepare a business plan for an organization chosen by them

- They should identify venture capital firms and identify the strategies of them.
- Students should select a self help group or micro credit organization and know the role of it in promoting entrepreneurship.
- Student should identify new generation entrepreneurs and women entrepreneurs in any selected area and compare their activities with that of the theory that they have learnt in the class.

4.3 Total Quality Management

Course workload :	3 Credits consisting of 30 Sessions.
Examination :	One Paper of three hours duration and carrying 100 Marks)
Objectives :	To acquaint the students with the concepts and techniques used in Micro-economic theory and to enable them to apply this knowledge in business decision making. Focus is on the changes in the nature of business firms in the context of globalization.
Pedagogy :	Lectures Case study discussions and Seminars.

1. **Fundamentals:** Definition of quality – Dimensions of quality – Quality planning – Quality costs – Analysis techniques for quality costs – Basic concepts of total quality management – Historical review – Principles of TQM – Leadership – Concepts – Role of senior management – Quality council – Quality statements – Strategic planning – Deming philosophy – Barriers to TQM implementation.

2. **TQM Principles:** Customer satisfaction – Customer perception of quality – Customer complaints – Service quality – Customer retention – Employee involvement – Motivation – Empowerment – Teams – Recognition and reward – Performance appraisal – Benefits – Continuous process improvement – Juran trilogy – PDCA cycle – 5S – Kaizen – supplier partnership – Partnering – Sourcing – Supplier selection – Supplier rating – Relationship development – Performance measures – Basic concepts – Strategy – Performance measure.

3. **Statistical Process Control (SPC):** The seven tools of quality – Statistical fundamentals – Measures of central tendency and dispersion – Population and sample – Normal curve – Control charts for variables and attributes – Process capability – Concept of six sigma – New seven management tools.

4. **TQM Tools:** Benchmarking – Reasons to benchmark – Benchmarking process – Quality Function Deployment (QFD) – House of quality – QFD process – Benefits – Taguchi quality loss function – Total Productive Maintenance (TPM) – Concept – Improvement needs – FMEA – Stages of FMEA.

5. **Quality Systems:** Need for ISO 9000 and other quality systems – ISO 9000:2000 quality system – Elements – Implementation of quality system – Documentation – Quality auditing – TS 16949 – ISO 14000 – Concept – Requirements and benefits.

Text book

1. Dale H. Besterfield, et al., "Total Quality Management", Pearson Education Asia, 3rd Edition, Indian Reprint (2006).

REFERENCES

1. James R. Evans and William M. Lindsay, "The Management and Control of Quality", 6th Edition, South-Western (Thomson Learning), 2005
2. Oakland, J.S., "TQM – Text with Cases", Butterworth – Heinemann Ltd., Oxford, 3rd Edition, 2003.
3. Suganthi, L and Anand Samuel, "Total Quality Management", Prentice Hall (India) Pvt. Ltd., 2006.
4. Janakiraman, B and Gopal, R.K, "Total Quality Management – Text and Cases", Prentice Hall (India) Pvt. Ltd., 2006.

Practical Component:

- Students have to study any Indian organization which has won Deming prize and identify the quality initiatives of that organization
- Students are expected to study various quality awards given in India like CII Business excellence award, Rajiv Gandhi national quality award and Tata groups Excellence Award and compare with international awards
- Students can identify any 2 products and 2 services and develop Quality attributes for the same.
- Students can identify industry from any sector and conduct a benchmark study with respect to best in the class.

ELECTIVE PAPERS

MARKETING

4.4A Elective MM 4: Business Marketing Management

Course workload :	3 Credits consisting of 30 Sessions.
Examination :	One Paper of three hours duration and carrying 100 Marks)
Objectives :	To acquaint the students with the concepts and techniques used in Micro-economic theory and to enable them to apply this knowledge in business decision making. Focus is on the changes in the nature of business firms in the context of globalization.
Pedagogy :	Lectures Case study discussions and Seminars.

Practical component: 1Hr/week

1. **The Nature of Business Marketing:** business and consumer products, Basis for classification, Difference between business and consumer marketing, Classification of business consumers, Classification of business products.
2. **Organizational Buying Behaviour (OBB):** key characteristics of organizational customer and buying process – Purchasing organization and buying stages, Concept of buying center, Buying motivations, Purchasers evaluation of potential suppliers, Environmental influence on organizational buying process.
3. **Business Marketing Planning:** planning process, Demand analysis, Segmenting, Targeting and Positioning, Industrial product strategy and Product policy, new product development, PLC of industrial products.
4. **Managing Business Marketing Channels:** direct and indirect distribution, E-channels, Distributors, Manufacturer representative. Concept of logistics and supply chain management in business marketing. Pricing strategy for business markets – Competitive bidding and leasing, Personal selling in business marketing.
5. **Managing Business Markets:** managing personal selling function, Sales administration, selling through Internet. E-commerce, Prospecting on Internet, Accepting orders and payment on net.

References:

- Business Marketing Management – Michael Hutt and Thomas Speh, 8th Edition, Thomson Learning
- Industrial Marketing – Reeder and Reeder (PHI)
- Industrial Marketing – Richard Hill (AITBS)
- Supply Chain Management – Sunil Chopra and Peter Meindl (1st Indian reprint, Pearson Education)
- Business Marketing – Haynes
- Business Marketing – Rangan

Practical components

- Conduct one week of Industry survey in the context of B to B marketing by visiting the companies or shops near the institutes The data collected can be analyzed using appropriate statistical software and submit the report
- Imagine you are marketing a product like tyres which can be sold to the large buyers (Business Marketing) like KSRTC as well as in the retail market. Write down your assumptions as to what the 4 P's are likely to be and then compare it what it actually is?

4.5A Elective MM 5: Services Marketing

Course workload :	3 Credits consisting of 30 Sessions.
Examination :	One Paper of three hours duration and carrying 100 Marks)
Objectives :	To familiarize the students with the concepts of service marketing and how to meet the customer satisfaction through service activities in various sectors.
Pedagogy :	Lectures Case study discussions and Seminars.

Practical component: 1 Hr/week

1. **Introduction to Services marketing:** definition of services, Reasons for emergence of services marketing, Characteristic features of services marketing, Service marketing mix, recent trends in services marketing, sectoral view of service industry.
2. **Consumer Behaviour in Services:** gap analysis for understanding consumer behaviour. Customer expectations – Customer perception, Factors influencing customer expectations. Service development and design, Stages in new service development, Service blueprinting. Customer defined service standards. Physical evidence service scape.
3. **Delivering and Performing Services:** employees role in service delivery – Boundary-spanning roles, Strategies for closing gaps. Customer roles in service delivery, Delivering services through intermediaries and electronic channels.
4. **Managing Demand and Capacity:** managing service promises, Integrated service marketing communications, Pricing of services, The integrated gap models for service quality.
5. **Marketing of Services:** health care, Hospitality services, Transport services, Telecommunication services, Consultation services, Financial services.

References:

- Services Marketing – Integrated Customer Focus Across The Firm – Valarie A. Zeithaml and M. J. Bitner
- Services Marketing – People, Technology and Strategy – Lovelock
- Services Marketing – Ravishankar
- Marketing of Services – Jha
- Marketing of Services – G.S. Bhatia
- Marketing of Services – Sahu and Sinha

Practical Component:

- Ask students to choose a service industry of their choice at the beginning of the semester. Ask them to do an in-depth study of the industry and give a presentation at the end of every module relating the concepts of that module to the industry.
- Students can prepare service blueprints for any service of their choice.
- Students can do a role play on service recovery.

4.6A Elective MM 6: Sales and Distribution Management

Course workload	:	3 Credits consisting of 30 Sessions.
Examination	:	One Paper of three hours duration and carrying 100 Marks)
Objectives	:	To acquaint the students with the concepts of sales management and to explain how the various distribution channels are being used by the business enterprises
Pedagogy	:	Lectures Case study discussions and Seminars.
Practical component:		1 Hr/week

1. **Sales Management** - Nature and scope of sales management, objective of sales management, role of sales executive, sales organization, its purpose and structure, sales manager, qualities and responsibilities of sales manager.
2. **Sales Force Management:** Sales force planning and size, qualities of salesmen, recruitment and selection, training and compensating sales force, sales meeting and contests.
3. **Sales Administration and Control:** Sales analysis, Sales quota, Sales budget, sales audit, marketing cost analysis, importance of sales forces control, performance evaluation of sales personnel, sales record and reporting system.
4. **Designing channel system:** Channel design and planning process, selecting channel partners, training of channel members, motivating and evaluating channel members, channel design implementation.
5. **Channel management:** Channel conflict, managing conflict, principles of channel management, channel policies.

References:

- Sales Management – Richard R Still, Edward W Cundiff
- Sales and distribution management – Krishna K Havaladar
- Marketing channels – Louis w stern, Adel I El-Ansary and Mandrioli
- Marketing channels – Lou E Peltonn and Davis closs

Practical Components:

Interview a salesperson and write a brief report about what they like and dislike about their jobs, their salary, travelling allowances, sales quotas, why they chose a sales career, and what does it take to succeed in this profession.

- Ask your friends if they would buy certain goods like groceries, vegetables, socks, mobile, pens etc from the roadside vendor as against a regular shop. Discuss about their selling activities.
- Visit an industrial unit and identify products where the seller sells directly as against using an intermediary or distributor. Why does this happen? What are the advantages and drawbacks of using a distributor?

FINANCE

4.4B Elective FM 4: Financial Services

Course workload	:	3 Credits consisting of 30 Sessions.
Examination	:	One Paper of three hours duration and carrying 100 Marks)
Objectives	:	To acquaint the students with the concepts of financial services and give them the practical exposure.
Pedagogy	:	Lectures Case study discussions and Seminars.

Practical Component : 01 Hr/ Week

1.Introduction: contemporary financial services- major types and uses, the role of financial instruments in creating financial services, institutions and innovations in the provision of financial services, regulations of financial services- rationale, laws and issue.

2.Merchant banking: overview of merchant banking activities, regulation and structure of merchant banking industry- innovation in merchant banking, Issue management- Pre-issue management, Post issue management, underwriting, right issue, using secondary market for providing liquidity to corporate.

3.Corporate Advisory Services: loan syndication, offshore fund arrangements- route for fund raising in international markets, leveraged-buyouts, buy back of shares, book building, corporate takeovers, financial engineering and innovations, custodial and depository services.

4. Venture capital and Credit rating: introduction, regulatory environment- an important vehicle of credit delivery- venture capital investment process, evaluation criteria. Credit rating- meaning, credit rating agencies, rating methodology and process, rating symbols.

5. Other financial services: an overview of Factoring and Forfeiting, Bill discounting, Housing finance, Real estate investment and financing, Insurance services, Securitization and Consumer finance

References

1. Ross, Westerfield, and Jordan, Fundamentals (or Essentials) of Corporate Finance
2. Power, Walsh and O Meara 3rd ed / Financial Management / An Irish Text, Gill & Mc Millan
3. Pilbeam / Finance and Financial Markets / McMillan 3010
4. Thummuluri Siddaiah “Financial Services” Pearson Education
5. Clifford Gomez “Financial Markets, Institutions and Financial Services” PHI-EEE Edition

Practical component:

- Students should visit a financial institution and have practical exposure of opening DMAT account; online trading.
- List out the names of companies that have gone for public issue, identify their merchant bankers and book building process.
- Choose a company which has undergone credit rating recently and make a study about it and submit a report.

4.5B Elective FM 5: Derivatives

Course workload	:	3 Credits consisting of 30 Sessions.
Examination	:	One Paper of three hours duration and carrying 100 Marks)
Objectives	:	To give students an indepth understanding of derivatives market and working knowledge of derivative securities
Pedagogy	:	Lectures Case study discussions and Seminars.

1. **Introduction to Derivatives-** Introduction to forwards, Futures, options- caps, floors, collars and other variants, swaps, trading mechanisms, Exchanges, Clearing house (structure and operations, regulatory framework), Floor brokers, Initiating trade, Liquidating or Future position, Initial margins, Variation margins, Types and orders.
2. **Forward and Future Contracts-** forward contracts, futures contracts, financial futures, Valuation of forward and future prices, Stock index futures, Valuation of stock index futures, Hedging using futures contracts, Hedging using stock index future contracts, Index futures, Adjusting BETA of a portfolio using stock. Interest rate futures and currency futures.
3. **Options Contracts and Trading Strategies-** characteristics of options contracts, trading strategies. Valuation of options – graphic analysis of call and put values, characteristics of option values, Models of valuation; Binomial and Black and Scholes model .Option Greeks.
4. **Swaps-** Introduction to swaps, Importance of swap markets, Interest rate swaps, currency swaps, cross currency swaps, commodity swaps, other variants, swap margin, evaluation and deal structuring, speculation and hedging using swaps.
5. **Commodity future market:** Forward market commission; exchanges trading mechanism.

References

1. Options, Futures, and Other Derivatives, John C. Hull, 7th ed., 3008.
2. Fundamentals of Futures and Options Markets, John Hull, 6th ed., 3007
3. Derivative Markets, Robert McDonald, 2nd ed., 3006
4. Derivatives, Fred Arditti, 1996
5. Derivative Securities, Robert Jarrow and Stuart Turnbull, 1999
6. Derivative Markets, Peter Ritchken, 1996
7. Futures and Options, Franklin Edwards and Cindy Ma, 8. Options and Futures, R. Stafford Johnson and Carmelo Giaccotto, 1995
8. Financial Derivatives – Mishra V, Excel Books.
9. Options & Futures- Vohra & Bagri, 2/e, TMH

Practical Components:

- Students have to visit a stock broking firm and understand how orders are placed and mechanism of trading.
- Each student should have to select various options and futures, and watch their behavior on a daily basis to understand how they are helpful in mitigating the risk.
- Students have to visit any financial institution dealing in commodity derivatives and understand the different products offered by them.

4.6B Elective FM 6: International Financial Management

Course workload	:	3 Credits consisting of 30 Sessions.
Examination	:	One Paper of three hours duration and carrying 100 Marks)
Objectives	:	To give students an overall view of the international financial system and also to provide insight to them to take vital decisions pertaining to international finance.
Pedagogy	:	Lectures Case study discussions and Seminars.

Practical Component: 01 Hr/ Week

1. **International Financial Management: Structure of foreign exchange market:** the balance of payments, international monetary system –I.M.F, nature of global capital flows – FDI, FII, Private equity and hedge funds.
2. **Exchange rate determination:** structural models of exchange rate determination – IRP and PP Parity, exchange rate forecasting. Transfer pricing and netting.
3. **The foreign exchange market:** structure, types of transactions, quotations and arbitrage, exchange rate regimes – foreign exchange market in India.
4. **Measurement of exposure and Risk:** classification, transaction, translation and operating exposures, management of exposures, hedging, forwards, currency futures, options, swaps and hedging with money market.
5. **Management of interest rate exposure:** FRA interest rate caps and floors, financial swaps-types-motivation application of swaps, GDR, ADR.

References:

- Buckley, Adrian – Multinational Finance, New York, Prentice Hall Inc. 1996
- Kim, Suk and Kim, Seung – Global Corporate Finance: Text and Cases, 2nd ed. Miami Florida, Kolb, 1993
- Shapiro, Alan C. – Multinational Financial Management, New Delhi, Prentice Hall of India, 1995
- International Financial Management by P. G. Apte, Mc Graw Hill.
- International Financial Management by Jeff Madura.
- Fundamentals of International Financial Management by Kevin, PHI.
- International Financial Management by Sathye, Rose, Allen, Weston, WSE.

Practical Component:

- Students can study the Balance of Payment statistics of India for the last five years and present the same in the class.
- Students can carry out a survey of exporters and report the foreign exchange risk management practices adopted by them. Students can study the impact of exchange rate movement on the stock Index.
- Students can predict exchange rates using technical analysis and find arbitrage opportunities using newspaper quotes present the same in the class.

HUMAN RESOURCE MANAGEMENT

4.4C Elective HRM 4: Strategic Human Resource Management

Course workload :	3 Credits consisting of 30 Sessions.
Examination :	One Paper of three hours duration and carrying 100 Marks)
Objectives :	To acquaint the students with the different Strategic perspectives of human resource management areas.
Pedagogy :	Lectures Case study discussions and Seminars.

- 1. Context of Strategic HRM:** investment perspective of HRM, factors influencing investment oriented organizations, Impact of changes in technology, Workforce demographics & diversity on HRM.
- 2. Strategic Role & Planning:** strategic HR Vs Traditional HR, Barriers to strategic HR, Strategic HR planning; aggregate & succession planning.
- 3. Strategic Perspectives on Recruitment, Training & Development:** Temporary Vs Permanent employees, Internal Vs External recruiting; Interviewing, testing, references; International Assignment, Diversity, Strategizing training & development, need assessment, design & delivery.
- 4. Strategic Perspectives on Performance Management, Feedback & Compensation:** use of System, who, what & hoe to evaluate, measures of evaluation, Internal equity, external equity, and Individual equity.
- 5. Employee Separation:** reduction inforce, turnover, retirement, International Vs Domestic HRM, Strategic HR Issues in International Assignment.

References:

- Strategic HRM – Jeffery Mello, Thompson Publication, New Delhi
- Luis R. Gomez-Mejia, David B.Balkin, Robert L. Cardy, Managing Human Resources, PHI, 3001. – (Unit 1)
- S.K.Bhatia – Strategic Human resources Management, Deep & Deep Publication Pvt. Ltd., 3007..
- Charles R, Greer, Strategic Human Resource Management, Pearson Education, 3003.
- Kandula S.R. (3001). Strategic Human Resource Development. Eastern Economy Edition, Prentice Hall India.
- Boxell & Purcell, J. (3003). Strategy And Human Respource Management. Palgrave Mcmillan
- Strategic HRM – Michael Armstrong, Kogan page, London
- Strategic HRM – Agarwal, Oxford University Press, New Delhi.
- Strategic Management – Gregory Dess and Allex Miller.
- Strategy Driven Talent Management – Edtd Silzer Dovell

Practical Component

- Students should identify the technology used for HRM in the chosen organization
- Students should prepare strategic HR Plan for an organization chosen by them.
- They should assess individual, internal and external equity for an organization of their choice.
- Student should compute employee turnover of an organization chosen by them and also know the impact of it on the wealth of the organization.

4.5C Elective HRM 5: Labour Legislations

Course workload :	3 Credits consisting of 30 Sessions.
Examination :	One Paper of three hours duration and carrying 100 Marks)
Objectives :	To acquaint the students with different legislations relevant to different organizations.
Pedagogy :	Lectures Case study discussions and Seminars.

1. Introduction: Development of Labour Law in India- Need for Labour Legislation, Indian Constitution and labour regulations- ILO and Labour Legislations.

2. Welfare Measures: Factories Act 1948- Industrial Disputes Act, 1947- Minimum Wages Act, 1948 and recent amendments- Payment of Wages Act 1936; Payment of Bonus Act 1965- Child Labour (Prohibition and Regulation Act, 1986- The Contract Labour (Regulation and Abolition Act, 1970. (Only Important Provisions of the Act).

3. Social Security Measures: The Employees` Provident Funds and Miscellaneous Provisions Act, 1952-The Employees` State Insurance Act, 1948-Payment of Gratuity Act, 1972-Maternity Benefit Act, 1961-Workmen`s Compensation Act, 1923- (Only Important Provisions of the Act). The Employees` State Insurance Act, 1948-Payment of Gratuity Act, 1972-Maternity Benefit Act, 1961-Workmen`s Compensation Act, 1923- (Only Important Provisions of the Act).

4. Industrial Disputes Act 1947: emphasis on Sec 2 (all definitions), 9A,10,12,17, 18, 22, 23, 24, 25, Chapter V B, Up to Sec 25 (S) and Sec 33.

5. Indian Factories Act 1948: Karnataka Factory Rules, Contract Labour (Regulation and Abolition) Act 1971, Karnataka Contract Labour Rules.

References:

- Industrial Laws – P.L. Malik
- Industrial Relations, Trade Unions and Labour Legislation – Sinha and Shekhar S. P, Pearson education, 2010.
- Industrial Relations and Labour Laws - Srivastava S. C, 5/e, Vikas Publishing, 2010.
- Industrial Relations and Labour Law - Singh B.D, Excel Books, 2011.
- Industrial Laws – Sanjeev Kumar
- Labour Law Journals – Monthly

Practical components:

- Arrange a debate on constitutional provisions of labour law.
- Arrange a debate in the classroom about rights and duties of trade union of workers.
 - Give a list of allegations reported against an employee of an organization and ask the students to draft the charge sheet.
 - Ask the students to prepare a policy document to prevent sexual harassment at workplace.

4.6 C Elective HRM 7: Knowledge Management

Course workload	:	3 Credits consisting of 30 Sessions.
Examination	:	One Paper of three hours duration and carrying 100 Marks)
Objectives	:	To familiarize the students with the emerging field of knowledge management.
Pedagogy	:	Lectures Case study discussions and Seminars.

1. **Knowledge Management:** concept, leadership and knowledge management, knowledge culture, learning & developmental organization, Applying knowledge to work practices, Knowledge Systems, Knowledge Service, Strategic Knowledge Leadership.
2. **Strategic Knowledge Management:** models, knowledge workers, phases of knowledge development, knowledge management infrastructure, harnessing organizational knowledge, building knowledge management into the Strategic Framework.
3. **Knowledge Leader:** contributory Disciplines to Knowledge Leadership, Attributes Roles, Leading Knowledge Teams, Knowledge network, Recruiting and Selecting Knowledge Leaders.
4. **Knowledge Culture:** Knowledge Culture Enablers, Maintaining the Knowledge Culture during Change, Reviewing, Implementing & Maintaining the Knowledge Culture.
5. **Knowledge Management & HRM Practices:** structural Support, Impact of Organizational Structure on Knowledge Management, Staffing, Performance Management, Rewarding, Knowledge Workers, Learning & Development, Organizational Evaluation and Review.

References:

- Knowledge Management – Shelda Debowski – John Wiley India edition
- Knowledge Management – Elias M.Awad & Hassan M.Ghaziri – Pearson Education.
- Knowledge Management – Carl Davidson & Philip Voss – Vision Books

Practical Component

- Students should chosen organization of their choice and identify the knowledge management practices of the organization. If the chosen organization doesn't have knowledge management practices. Student should develop a suitable knowledge management practices.
- Students should select some leading companies which are practicing knowledge management and make a thorough study on it and make a presentation in the class.