

**SCHOOL OF MANAGEMENT  
DOON UNIVERSITY  
KEDARPUR, PO-AJABPUR,  
DEHRADUN  
PIN-248001**

**w.e.f.2015**  
*(2015-16)*

# ***SYLLABUS***

**MBA-SEMESTER  
I, II, III & IV**

**SCHOOL OF MANAGEMENT  
DOON UNIVERSITY  
KEDARPUR, PO-AJABPUR,  
DEHRADUN  
PIN-248001  
2015-2017  
SYLLABUS  
MBA 2 YEAR COURSE  
SEMESTER I – IV**

**As approved by Academic Advisory Committee held on 15/03/2015  
Members:**

<b>Name of the Members</b>	<b>Signature</b>
<b>Prof. S.C. Bagri, Head, School of Management, H.N.B. Garhwal Central University, Srinagar Garhwal (Ex. Vice – Chancellor, Hingiri Zee University). (External Expert)</b>	
<b>Prof. G.S. Batra, Head, School of Management Studies, Punjabi University, Patiala. (External Expert)</b>	
<b>Prof. V. K. Singh, Head &amp; Dean, Faculty of Management Studies, Gurukul Kangri, University, Haridwar. (External Expert)</b>	
<b>Dr. Gajendra Singh, Head SOM</b>	
<b>Mr. S.K. Dadar, SOM</b>	
<b>Dr. Ashish Sinha, SOM</b>	
<b>Dr. Sudhanshu Joshi, SOM</b>	
<b>Dr. Prachi Pathak, SOM</b>	
<b>Mr. Nishant Kumar, SOM</b>	
<b>Mr. Bhaskar Chhimwal, SOM</b>	
<b>Mrs. Megha Batola, SOM</b>	

**SPECIALISATION-**

1. MARKETING MANAGEMENT
2. HUMAN RESOURCE MANAGEMENT
3. FINANCIAL MANAGEMENT
4. INTERNATIONAL BUSINESS

# **SYLLABUS FOR M.B.A DOON UNIVERSITY**

## **FIRST SEMESTER (ALL PAPERS ARE COMPULSORY)**

MMS-501	Foundations of Management	- 3 credits
MMS- 502	Financial Analysis and Reporting	- 2 credits
MMS- 503	Managerial Economics	- 2 credits
MMS- 504	Research Methodology and Business Statistics	- 3 credits
MMS- 505	Information System Management	- 2 credits
MMS- 506	Organizational Behavior	- 3 credits
MMS- 507	Business Communication	- 2 credits
MMS- 508	Industrial Visit / Seminar & Viva-Voce	- 1 credit

### **\* PDP MODULE NO-1**

**All courses in this semester are compulsory and the total credits are 18.**

## **SECOND SEMESTER (ALL PAPERS ARE COMPULSORY)**

MMS- 510	Management Science	-2 credits
MMS- 511	Business Environment	-3 credits
MMS- 512	Accounting for Managerial Decisions	-2 credits
MMS- 513	Operations Management	-3 credits
MMS- 514	Financial Management	-3 credits
MMS- 515	Marketing Management	-3 credits
MMS- 516	Human Resource Management	-3 credits
MMS- 517	Leadership Skills & Practices	- 2credits
MMS -518	Seminar and Viva-Voce	-1 credit

### **\* PDP MODULE NO-2**

**All courses in this semester are compulsory and the total credits are 22.**

## **THIRD SEMESTER**

### **COMPULSORY PAPERS**

MMS -519	Strategic Management	-3 credits
MMS -520	Management of International Business	-3 credits
MMS -521	Summer Training	-1 credit

### **FINANCE ELECTIVE**

MMS -522	Financial Inclusion	-2 credits
MMS- 523	Security Analysis and Portfolio Management	-2 credits
MMS- 524	Corporate Tax Planning	-2 credits

### **MARKETING ELECTIVE**

MMS- 525	Consumer Behavior	-2 credits
MMS -526	Marketing Research	-2 credits
MMS -527	Retail and Distribution Management	-2 credits

### **HUMAN RESOURCE MANAGEMENT**

MMS -528	Industrial Relations	-2 credits
MMS- 529	Strategic Human Resource Management	-2 credits
MMS- 530	Training and Development	-2 credits

### **INTERNATIONAL BUSINESS MANAGEMENT**

MMS- 531	Foreign Exchange Management	-2 credits
MMS -532	International Trade Procedure & Documentation	-2 credits
MMS - 533	International Marketing Logistics	-2 credits

### **OPERATIONS AND SUPPLY CHAIN MANAGEMENT**

MMS-558	Advanced Operations and Supply chain Management	-2 credits
MMS-549	Materials Management	-2 credits
MMS-550	Operations & Supply Chain Management	-2 credits

### **\* PDP MODULE NO-3**

**In this semester every student has to take three compulsory papers and choose any two electives and study all the three papers in it. Total Credits are 19 in this Semester.**

## FOURTH SEMESTER

### COMPULSORY PAPERS

MMS- 534	Project Management and Entrepreneurship Development	- 3 credits
MMS-535	Project Dissertation	-12 credits

### FINANCE ELECTIVE

MMS -536	International Financial Management	-2credits
MMS -537	Financial Markets and Services	-2credits
MMS -538	Financial Derivatives	-2credits

### MARKETING ELECTIVE

MMS -539	Rural and Social Marketing	-2 credits
MMS- 540	Services Marketing	-2 credits
MMS -541	Advertising and Marketing Communications	-2 credits

### HUMAN RESOURCE MANAGEMENT

MMS- 542	Organizational Change and Development	-2 credits
MMS- 543	Performance Management	-2 credits
MMS- 544	Industrial & Labour Legislation	-2 credits

### INTERNATIONAL BUSINESS MANAGEMENT

MMS -545	International Financial Systems	-2 credits
MMS -546	Import and Export Management	-2 credits
MMS- 547	Cross-Cultural Consumer Buying Behavior	-2 credits

### OPERATIONS AND SUPPLY CHAIN MANAGEMENT

MMS-551	Global Supply Chain Management	-2 credits
MMS-552	Supply Chain Risk Management	-2 credits
MMS-553	E-Logistics and e-Supply Chain Management	-2 credits

### **\* PDP MODULE NO-4**

**Electives once chosen in III semester cannot be changed in IV semester. Total Credits are 27 in this Semester.**

## Programme Objectives

The Master of Business Administration (MBA) program is designed to attain the following objectives-

PO1: To develop successful management professionals who can demonstrate effective decision making skills with entrepreneurial acumen and promising career in various related domains.

PO2: To develop professionals with right set of social and technical skills required in analyzing the problems and interpreting the desired results.

PO3: To develop empathetic and emotionally intelligent leaders who can manage diversity and retain high value systems in the organizations.

PO4: To infuse creativity and out of the box thinking among the graduates and enable them to make right use of the latest technology in creating high performing organizations.

PO5: To develop sensitivity towards environment and prepare them think about sustainable business practices.

PO6: To develop professionals of high integrity and values with ethical conduct of business and concern for the marginalized section of the society.

## Programme Outcomes

On completion of the Master of Business Administration (MBA) Programme, the students will be able to:

PO 1: Demonstrate analytical thinking ability in making decisions and entrepreneurial mindset.

PO 2: Exhibit collaborative behaviour and work as a team.

PO 3: Demonstrate value driven leadership with ability to manage cross- cultural dimensions of diverse workforce.

PO 4: Demonstrate innovative behaviour and launching new business ideas and solutions.

PO 5: Display ecological sensitivity towards business development.

PO 6: Exhibit transparent and unbiased ethical decision making.

## **SEMESTER-I**

## **MMS-501 FOUNDATIONS OF MANAGEMENT - (3 CREDITS)**

This course is designed to provide students with a foundational understanding of concepts and principles of management. This course explores the rich field of management in theory and practice, and as both a science and an art. Students learn to apply management concepts to current workplace issues. Other topics include increasing competitive forces, expectations for successful performance of employees and organizations, and achieving desired business goals.

### **Course objectives:**

- To demonstrate an understanding of current and relevant management knowledge.
- To understand the evolution of management thought and its relevance in decision making.
- To understand the importance of structure and types and organization in the field of Management.
- To learn the principles, techniques, and concepts needed for managerial analysis and decision- making.
- To describe the effective management of planning, organizing, influencing, and controlling related to the internal and external environment and Issues of ethics and social responsibility.

Course outcome: On completion of the course, the learner will be able to

- understand and demonstrate the roles-skills of a manager and functions of management
- develop insight on the thoughts and principles of eminent management thinkers
- analyze organization structure and situations for implementation of managerial principles and practices

### **UNIT-1**

Conceptual framework of Management: Managerial roles & skills - Evolution of Management thought - Trends and Challenges of Management in Global Scenario. Nature and purpose of planning - Planning process - Types of plans – Objectives - - Managing by objective (MBO) Strategies - Types of strategies - Policies - Decision Making - Types of decision - Decision Making Process - Rational Decision Making.

### **UNIT-2**

Organizing: Principles, span of control, Line and staff relationship, authority, responsibility and accountability, delegation and decentralization, organizational structures, Staffing, - Selection and Recruitment - Orientation - Career Development.

### **UNIT-3**

Directing: Concept, Leadership-concept, theories and styles, Communication Process, Channels and barriers, - Organization Culture - Elements and types of culture - Managing cultural diversity.

Motivation: Concept and implication of Motivational theories on work behavior.

### **UNIT-4**

Controlling -Elements of managerial control, management control techniques, Types of control - Budgetary and non-budgetary control techniques - Managing Productivity - Cost Control - Purchase Control – Maintenance Control - Quality Control.

## **UNIT-5**

Recent Trends in Management: - Social Responsibility of Management – environment friendly management, Management of Change, Management of Crisis, Diversity Management, Total Quality Management, Stress Management and International Management.

### **SUGGESTED READINGS:**

1. Stoner, Freeman & Gilbert Jr. (2008), *Management*, (6<sup>th</sup> Edition). Prentice Hall of India.
2. Koontz Harold, Mark V. Cannice & Weihrich Heinz. (2008). *Management- A global and entrepreneurial perspective*, (13<sup>th</sup> Edition) , Tata Mc Graw Hill.
3. Robbins & Coulter, (2015), *Management*,( 13<sup>th</sup> Edition.), Prentice Hall of India.
4. Robbins S.P. and Decenzo David A., (2014),*Fundamentals of Management: Essential Concepts and Applications*, (9<sup>th</sup> Edition) , Pearson Education.
5. Newman and Warren, (1977), *The Process of Management: Concepts, Behaviour and Practice*,(4<sup>th</sup> ed.), New Delhi, Prentice Hall of India .

**Suggested Continuous Evaluation Methods:** In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions, Simulation exercises, and Case Studies. This will instil in student a sense of problem identification, generating solution, decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.



## **MMS- 502: FINANCIAL ANALYSIS AND REPORTING (2 CREDITS)**

This course begins with understanding of financial statements and their uses. The first unit also talks about regulations related to making financial statements like balance sheet. The second unit talks about analysis of financial statements and the various methods of analyzing financial statements. The final unit talks about annual report and its contents.

### **Course Objectives**

- To impart understanding of the application of accounting fundamentals in business organizations.
- To enable student to apply various accounting processes in an organization and financial reporting techniques in real time situations.

### **Course outcomes:**

The basic objective of this course is to enable the students to learn, explain and integrate the fundamental concepts, principles and techniques of accounting. The course will prepare the students to logically interpret and apply financial and accounting information for planning, decision-making and control in real business situations. They shall also learn to evaluate and compare various financial statements to appraise financial soundness of firms.

### **UNIT-1**

Overview: Accounting concepts, conventions and principles; Accounting Equation, International Accounting principles and standards; Matching of Indian Accounting Standards with International Accounting Standards.

### **UNIT-2**

Mechanics of Accounting: Double entry system of accounting, journalizing of transactions; preparation of final accounts, Profit & Loss Account, Profit & Loss Appropriation account and Balance Sheet, Policies related with Depreciation

### **UNIT-3**

Analysis of financial statement: Ratio Analysis- solvency ratios, profitability ratios, activity ratios, liquidity ratios, market capitalization ratios.

### **UNIT-4**

Funds Flow Statement: Meaning, Concept of Gross and Net Working Capital, Preparation of Schedule of Changes in Working Capital, Preparation of Funds Flow Statement and its analysis; Cash Flow Statement: Various cash and non-cash transactions, flow of cash, preparation of Cash Flow Statement and its analysis.

### **UNIT-5**

Common Size Statement; Comparative Balance Sheet and Trend Analysis of manufacturing, service & banking organizations. Inventory and intangible assets like copyright, trademark, patents and goodwill.

### **SUGGESTED READINGS:**

- 1) Narayanswami, R. (2005). *Financial Accounting Managerial Perspective. 2<sup>nd</sup> Edition*. Prentice Hall of India Pvt. Ltd.
- 2) Mukherjee, A., & Hanif, M., (2003). *Financial Accounting. 1<sup>st</sup> Edition*. Tata Mc. Graw Hill.
- 3) Maheshwari, S.N., & Maheshwari, S. K., (2013). *An Introduction to Accountancy. 11<sup>th</sup> Edition*. Vikas Publishing House.
- 4) Bhattacharya, A.K., (2011). *Essentials of Financial Accounting. 2<sup>nd</sup> Edition*. Prentice Hall of India Pvt. Ltd.
- 5) Chowdhary A., (2007). *Fundamentals of Accounting and Financial Analysis. 1st Edition*. Pearson Education.

**Suggested Continuous Evaluation Methods:** In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions and Case Studies. This will instil in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.

## **MMS - 503-MANAGERIAL ECONOMICS - (2 CREDITS)**

This course begins with basics of demand theory including law of demand and elasticity of demand. Consumer behavior and utility theory are also a part of the first unit. In the second unit the course progresses into short and long run production function. The concept of cost and revenue are also a part of the second unit. The course then progresses to market structure and the types of markets. The third unit covers macroeconomics. Various theories of income, employment and inflation are a part of macroeconomics.

### **Course Objectives**

- To integrate economic theory with business practice and highlight the application of economic theory for business decision making.
- To learn how economics analysis can be used in formulating business policies and take rational managerial decisions.

### **Course outcomes:**

The objective of this course is to acquaint the students with insights of Economic Theory as used in various aspects of managerial decision making. Emphasis is given to the nature of competition among business firms in the context of globalization.

### **UNIT-1**

Introduction to Economics; Nature and Scope of Managerial Economics, Significance in decision-making and fundamental concepts. Economic theories and business practices.

### **UNIT-2**

Demand Analysis; Law of Demand, Exceptions to the law of Demand, Determinants of Demand. Elasticity of Demand- Price, Income, Cross and Advertising Elasticity; Uses of Elasticity of Demand for managerial decision making, measurement of Elasticity of Demand. Demand forecasting meaning, significance and methods. Supply Analysis; Law of Supply, Supply Elasticity; Analysis and its uses for managerial decision making.

### **UNIT-3**

Production concepts & analysis; Production function, single variable-law of variable proportion, two variable-Law of returns to scale. Cost concept and analysis, short-run and long-run cost curves and its managerial use. marginal utility, equi-marginal utility, indifference curve, substitution effect, price effect, income effect.

### **UNIT-4**

Market Equilibrium and Average Revenue Concept. Market Structure: Perfect Competition, features, determination of price under perfect competition. Monopoly: Feature, pricing under monopoly, Price Discrimination. Monopolistic: Features, pricing under monopolistic competition, product differentiation. Oligopoly: Features, kinked demand curve, price leadership. Pricing Strategies; Price determination, full cost pricing, product line pricing, price skimming, penetration pricing.

### **UNIT-5**

National Income; Concepts and various methods of its measurement, Keynesian theory of income and employment. Business Cycles, Inflation and stagflation-causes and effects.

### **SUGGESTED READINGS:**

1. Damodaran S (2010). *Managerial Economics, 2<sup>nd</sup> Ed*, Oxford University Press, New Delhi.
2. Hirschey M (2006). *Economics for Managers, 11<sup>th</sup> Ed*, South Western, Michigan
3. Petersen H C, Lewis W C, Jain S K (2006). *Managerial Economics, 4<sup>th</sup> Ed*, Pearson Education, New Delhi.
4. Salvatore D (2012). *Managerial Economics*, , Oxford University Press, New Delhi.
5. Dwivedi D.N(2008). *Managerial Economics*, Vikas Publication, 7<sup>th</sup> Ed, New Delhi.

**Suggested Continuous Evaluation Methods:** In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, and Group Discussions. This will instil in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.

This course begins with basics of Statistics. It further elaborates about sources of data, depiction of data and in which situation which of the measure of the central tendencies and measures of the variations will be applied. Further it also emphasizes on the practical knowledge of the correlation, regression and forecasting of various types of data.

#### **a. Course Objectives**

1. The objective of this course is to acquaint the students with various statistical tools and techniques used in business decision making.
2. The course aims at providing fundamental knowledge and exposure to the students to use various statistical methods in order to understand, analyze and interpret data for decision making.

**Course outcomes:** On completion of this course, a learner will be able to

- understand various quantitative and statistical methods
- compute and analyze data using these methods
- demonstrate use of quantitative and statistical techniques for data analysis

## **MMS - 504- RESEARCH METHODOLOGY AND BUSINESS STATISTICS** **- (3 CREDITS)**

### **UNIT-1**

Introduction to research methods, meaning and objective of research, Research process, research objective and plan, Nature of research designs, types of research designs, Basic concepts of measurement and scaling, types of data, data collection methods. Fundamentals of Sampling, Types of sampling, sample size and its determination, sampling errors.

### **UNIT-2**

Introduction, Importance, Use and scope of statistics Methods of presenting statistical information and collection of data, frequency distribution, measures of central tendency, measures of dispersion, measures of variation and skewness. Basic definition and rules of probability, Conditional probability independence of events, Baye's Theorem, Probability distributions: Binomial, Poission & Normal distribution.

### **UNIT-3**

Correlation and regression: Nature and significance of correlation, types of correlation, methods of studying correlation, graphic method, non-graphic method, Karl Pearson's rank and concurrent deviation methods, Regression: Nature and uses of regression analysis, curve fitting, method of least squares, regression equation

### **UNIT-4**

Time Series:Nature, components, models of time series, measure of trends, graphic methods, methods of moving average, methods of least square, secular trends, cyclical, seasonal and irregular fluctutations. Index numbers: Definition, uses, types, simple aggregate and weighted aggregate method-laspeyre's, paasche's, fisher's and CPI, Forecasting technique.

## **UNIT-5**

Univariate, bivariate and multivariate analytical methods, reliability and validity, factor analysis, ANOVA, Testing of Hypotheses, various tests-z, t, f, chi square, Type-I and type-II error, uses of data analysis tools like SPSS and excel.

### **SUGGESTED READINGS:**

1. Chandan, J. S.(1998). *Statistics for Business and Economics , Ist Edition*. Vikas Publication House., Delhi.
2. Rubin,L. (2000). *Statistics for Management. 7th ed*. Pearson, New Delhi.
3. Mark N.K. Saunders, Adrian Thornhill, Philip Lewis (2007). *Research Methods for Business Students*.6<sup>th</sup> ed. Pearson Education.
4. Selvam, P.(2008). *Research Methodology*.Prentice Hall of India.
5. Kothari, C. R.(2004).*Research Methodology Methods & Techniques*.New Age International Publishers, New Delhi.

**Suggested Continuous Evaluation Methods:** In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, and Group Discussions. This will instil in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.

## **MMS-505-INFORMATION SYSTEM MANAGEMENT (2 CREDITS)**

This course elaborates on the practical aspects of Information management which students can apply to develop insights about products, services and their markets. Course outcomes cover the skills to formulate,organize, implement the operational plans to carry out operations of a manufacturing or service organization. Focus of the course is on acquiring skills to optimally execute operational activities with expected system efficiency and judge the quality of products and services.

Course outcomes: On completion of this course, a learner will be able to

- understand various quantitative and statistical methods
- compute and analyze data using these methods
- demonstrate use of quantitative and statistical techniques for data analysis

**UNIT-1** Information Technologies and Infrastructure- Computer hardware, Software and Emerging technology: A Computer system; Computer hardware classification; computer software; programming languages; Basics of Computer Network; Database Management-Introduction; Database hierarchy; files- the traditional approach; the modern approach; database structure ; database management system; types of database structure or data models; structured query language (SQL);Normalization; Advances in Database technology.

**UNIT-2** Management Information System: An Introduction- Importance of MIS, Management Information system: A Concept; Nature and scope of MIS; Structure and Classification of MIS; Information and system concepts- Meaning; types of Information; Dimensions of Information; Kind of systems; system related concepts; Information Systems for competitive advantage-Concept; Information systems strategies for dealing with competitive force; Porter's value chain model; Strategic Information systems.

**UNIT-3** Business Applications of IS- e-Commerce; ERP Systems; Decision-Support System; Business intelligence and Knowledge Management system;

**UNIT-4** Information system planning- Planning terminology; Information system planning; Nolan stage model; Four-stage model; Information Resource Management; Organization Structure and location of MIS; System acquisition; System Implementation; Evaluation & Maintenance of IS; IS security and Control.

**UNIT-5** Building of IS: System development approaches- System development stages; system development approaches; System Analysis and Design- System analysis and strategies for requirement determination; System Design- Design objectives ;conceptual design; Design methods; Detailed system design; contemporary issues in Information Systems, Cloud, Big data etc

### **SUGGESTED READINGS:**

1. Bhatnagar, S. (1991). *Computer and Information Management*. Prentice -Hall of India Private Limited.

2. Efraim Turban, L. V. (2011). *Information Technology for Management: Transforming Organizations in the Digital Economy*. Wiley Publication .
3. Efraim Turban, L. V. (2011). *Information Technology Management*. Wiley Publication .
4. Goyal, D. (2010). *Management Information System* . MacMillian Publication .
5. James, o. (2002). *Management Information System- Managing Information Technology in E-Business Enterprises*. Tata McGraw Hill.

**Suggested Continuous Evaluation Methods:** In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, and Group Discussions. This will instil in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.



## **MMS - 506-ORGANIZATIONAL BEHAVIOR - (3 CREDITS)**

**Course outcomes:** The aim of the course is to build knowledge and understanding of Organisational Behaviour among the student. The course seeks to give detailed knowledge about the subject matter by instilling them basic ideas about Organisational Behaviour. The outcome of the course will be as follows – To provide knowledge about Organisational Behaviour. To provide knowledge about individual and group behaviour. To give an overview about change in organization and QWL.

### **UNIT-1**

OB-Concept, applications, variables in OB, major challenges before OB, Learning-Theoretical perspective and applications, Personality-Concept, Big-5 model, MBTI, 16PF, Major personality attributes in OB, Socialization, Various types of Intelligence-EI, moral intelligence, social intelligence

### **UNIT-2**

Perception- Factors affecting perception, Process, Attribution theory, perceptual shortcuts& errors, applications Attitudes-concept, development, functions, attitude change, attitude and consistency-cognitive dissonance theory, self perception theory, major attitudes in OB, Values: Types , Hofstede's framework

### **UNIT-3**

Organizational citizenship behavior, employee engagement, EI& Subjective well being, psychological contract, Group Dynamics-Formation, Behavior in Groups, Teams-Types, Belbin's theory, Team effectiveness.

### **UNIT-4**

Power & Politics, conflicts, transactional analysis, Stress, Diversity and ethics.

### **UNIT-5**

Organizational culture-Concept, dimensions, Impact on firm performance, creating a positive organizational culture, Culture and climate, OD, Spirituality in organizations.

## **SUGGESTED READINGS**

1. Newstrom, J. W., *Organizational Behaviour: Human Behaviour at Work. 12th Edition.* Tata Mc Graw Hill.
2. Luthans, F., *Organizational Behaviour. 10<sup>th</sup> Edition.* Tata Mc Graw Hill.
3. Mc Shane L., Steven, Glinow M. A. V. & Sharma R. , *Organizational Behaviour. 4<sup>th</sup> Edition.* Tata Mc Graw Hill..
4. Robbins Stephen P., *Organizational Behaviour. 13<sup>th</sup> Edition.* Pearson Education.
5. Hersey, P., Blanchard, Kenneth, H. & Johnson D.E., *Management of Organisational Behavior: Leading Human Resources, 9<sup>th</sup> Edition.,* Pearson Education.
6. Greenberg J. & Baron R. A. *Behavior In Organisations: Understanding and Managing the Human Side of Work. 9<sup>th</sup> Edition.* Prentice Hall of India.
7. Pareek, Udaii, *Behavioural Process in Organization. 2<sup>nd</sup> Edition.* Oxford 4 IBH.

## **MMS -507- BUSINESS COMMUNICATION- (2 CREDITS)**

The focus of this paper is to make the students understand organizational communication, the impact of interpersonal relationships on interpersonal communication, to gain a perspective on the Management process and its dependence on communication.

### Learning Outcomes

- To gain an overall perspective on the nature of human relationships and its impact on communication
- To understand the communication-process model to appreciate organizational communication Analyze the effectiveness of human communication in terms of intrapersonal and interpersonal variables of interpersonal communication Learn three Models of Interpersonal Communication and apply them to increase their
- communicative effectiveness by understanding the underlying relationship on which interpersonal communication is based
- Learn to attain and develop interpersonal influence and influence others to develop and utilize their talents

### **UNIT-1**

Managerial Communication - Meaning and Significance, principles of effective communication. Road blocks to managerial communication; Removing roadblocks; Gateways to communication, strategies for improving organizational communication.

### **UNIT-2**

Effective Listening- types of listening; Poor listening habits, strategies for effective listening; Persuasive communication and Role of Mentoring.

### **UNIT-3**

Business presentations & public speaking-Introduction to a presentation, main body and conclusion, controlling nervousness & stage fright.

### **UNIT-4**

Non- verbal communication-introduction; elements of non-verbal communication-Kinesics, Proxemics, Paralinguistics, Interpreting non-verbal messages. – Telephonic conversation.

### **UNIT-5**

Business writing- Introduction, Business letters, Common components of Business Letters; writing effective memos; Business reports & Proposals; format for proposals; Conducting Meetings: Procedure - Preparing Agenda, Minutes and Resolutions. Electronic mail, resume preparation.

## **SUGGESTED READINGS**

1. Murphy H. A. & Peck, Charles E(1976). *Effective Business Communication* (2nd ed)., , Tata Mc Graw Hill New Delhi.
2. McGrath, E.H., *Basic Managerial Skills for All*, PHI, New Delhi
3. Chaney & Martin, (2009), *Intercultural Business Communication*, Pearson Education,
4. Penrose et al, *Business Communication for Managers*, Cengage .
5. Lesikar RV & Pettit Jr. JD, *Basic Business Communication: Theory & Application. 10<sup>th</sup> Edition* . Tata Mc Graw Hill.
6. Jane Whney Gibson, *Oral Communication - Arrangement Perspective*

**Suggested Continuous Evaluation Methods:** In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, and Group Discussions. This will instil in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.

## **MMS - 508- Industrial Visit / Seminar & Viva- Voce -(1 Credit)**

Industrial visits are an important factor in the learning process of Management students. Objectives of industrial visit is to provide students an insight regarding internal working of companies. It provides students with an opportunity to learn practically through interaction, working methods and employment practices. It gives them exposure to current work practices as opposed to possibly theoretical knowledge being taught. Industrial visits provide an excellent opportunity to interact with industries and know more about industrial environment. Industrial visits are organized during the semester.

The objective of Seminars is to help the students in developing their Communication skills, especially the presentation before the group. Each student is expected to present a seminar (as Elaborated in the Ordinance) on a topic approved by the Teacher In- charge of the seminars.

In this Semester the student being new to the Environment, the topic of seminar will be on general topic of the choice of the student.

The comprehensive viva voce is scheduled at the end of the semester in order to judge the understanding as well as application of the knowledge gained by the students. This is also to see the articulation of what is being learnt by them. The viva voce is of 100 marks each to be conducted by the external examiners appointed by the University

## **\* PDP MODULE NO-1**

### **BUSINESS ETIQUETTE**

- The importance of the first impression
- Grooming
- Wardrobe
- Body language
- Voice and speech
- Meeting etiquette

### **COMMUNICATION SKILLS**

- Verbal Communication (Includes both spoken and written forms)
- Non-verbal communication (Understanding Body Language)
- Listening skills (Active, Passive and Reflective Listening)

## **SEMESTER-II**

### **MMS - 510-MANAGEMENT SCIENCE (2 CREDITS)**

This course elaborates on the practical aspects of management science which students can apply to develop insights about products, services and their markets. Course outcomes cover the skills to formulate, organize, implement the operational plans to carry out operations of a manufacturing or service organization. Focus of the course is on acquiring skills to optimally execute operational activities with expected system efficiency and judge the quality of products and services.

Course outcomes: On completion of this course, a learner will be able to

- understand various quantitative and statistical methods
- compute and analyze data using these methods
- demonstrate use of quantitative and statistical techniques for data analysis

#### **UNIT 1**

Scope and application of operations Research in managerial decision making, Decision making under various situations, use of decision trees.

#### **UNIT 2**

Linear programming: Mathematical formulations of LP models for product mix problems, graphical and simplex method of solving LP problems, sensitivity analysis, duality  
Transportation Problem: Various method of finding initial basic feasible solution and optimal cost- Assignment problem.

#### **UNIT 3**

Game theory-Concept of game, two person zero sum game, pure and mixed strategy games, saddle point, odds method, dominance method and graphical method for solving mixed strategy game. Sequencing problem: Johnsons algorithm for n jobs and 2 machines, n jobs and 3 machines, two jobs and m machine problems.

#### **UNIT 4**

Queuing theory: Characteristics of M/M/I Queue model, application of poisson and exponential distribution in estimating arrival rate and service rate.

#### **UNIT 5**

Replacement problem: Replacement of assets which deteriorate with time, replacement of assets which fail suddenly Introduction to simulation.

### **SUGGESTED READINGS:**

1. Anderson, David R., Dennis J. Swersey and Thomas A. Williams (1994). *An Introduction to Management Science, 6th ed.* West Publishing Company, St. Paul, MN.
2. Hillier, Frederick S. and Gerald J. Lieberman (1995). *Introduction to Operations Research, 6th ed.* McGraw Hill Book Company New York.
3. Levin, Richard I., David S. Rubin, Goel P. Stinson and Everett S. Gardner (1992). *Quantitative Approaches to Management, 8th ed.* McGraw Hill Book Company, New York.
4. Swaroop, Kanti, P. K. Gupta and Man Mohan (2000). *Introduction of Operations Research. 6<sup>th</sup> Edition* Sultan Chand and Sons, New Delhi.
5. Taha, Hamdy (2003). *Operations Research, 7th edition.* Macmillan Publishing Company, USA.

**Suggested Continuous Evaluation Methods:** In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, and Group Discussions. This will instill in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.

## **MBA – 511-: BUSINESS ENVIRONMENT –(3 CREDITS)**

The course focuses on key global business environmental factors and introduces to the students the nature of international business and the internationalised firm. It will help the students to understand the factors contributing to the diverse and complex international business environment and the influence of global competitive forces and the resources needed to compete effectively in global markets.

### **UNIT 1**

Introduction: Introduction, Concept, Significance and nature of business environment, Types of environment, Interaction between internal and external environments, Nature and structure of economy, Techniques for environment analysis, Approaches and significance of environment forecasting.

### **UNIT 2**

Economic Environment of Business: Economic environment, History of economic systems, Market, Planned and mixed economy, Planning in India: emergence and objective, Planning monetary policy, Fiscal policy, Union budget as instrument of growth and its impact on business, Industrial policy: meaning, objective and recent developments in economic policy and its impact on business.

### **UNIT 3**

Political and Legal Environment of Business: Politico-legal environment, Relationship between business and government, Economic planning, Regulatory, Promotional and entrepreneurial roles of government, Constitutional provisions affecting business, An overview of major laws affecting business, Consumerism, Social responsibility of business.

### **UNIT 4**

Technological Environment of Business: Factors influencing technological environment, Role and impact of technology on business, Transfer of technology-channels, Methods and limitations.

### **UNIT 5**

Demographic and Socio-Cultural Environment of Business: Population size, Falling birth rate, Changing age structure and its impact on business, Business and society, Business and culture, Culture and organizational behavior.

## **SUGGESTED READINGS**

1. Cherunilam, Francis; Business Environment Text and Cases; Himalaya Publishing House



2. Saleem, Shaikh; Business Environment; Pearson Education
3. Ashwathappa, K.; Business Environment for Strategic Management; Himalaya Publishing House
4. Dhingra, I.C.; Indian Economy: Environment and Policy; Sultan Chand and Sons
5. Mishra, S.K. and Puri, V.K.; Economic Environment of Business; Himalaya Publishing House

## **MMS-512- ACCOUNTING FOR MANAGERIAL DECISIONS (2 CREDITS)**

This course begins with understanding of financial statements and their uses. The first unit also talks about regulations related to making financial statements like balance sheet. The second unit talks about analysis of financial statements and the various methods of analyzing financial statements. The final unit talks about annual report and its contents.

Course Objectives

- To impart understanding of the application of accounting fundamentals in business organizations.
- To enable student to apply various accounting processes in an organization and financial reporting techniques in real time situations.

Course outcomes:

The basic objective of this course is to enable the students to learn, explain and integrate the fundamental concepts, principles and techniques of accounting. The course will prepare the students to logically interpret and apply financial and accounting information for planning, decision-making and control in real business situations. They shall also learn to evaluate and compare various financial statements to appraise financial soundness of firms.

### **UNIT-1**

Introduction: Accounting for Management, Role of Cost in decision making, Comparison of Management Accounting and Cost Accounting, types of cost, cost concepts, Reconciliation of Cost and Financial Accounting.

### **UNIT-2**

Marginal Costing: Marginal Costing versus Absorption Costing, Cost-Volume-Profit Analysis and P/V Ratio Analysis and their implications, Concept and uses of Contribution & Breakeven Point and their analysis for various types of decision-making like single product pricing, multi product pricing, replacement, sales etc..

### **UNIT-3**

Budgeting: Concept of Budget, Budgeting and Budgetary Control, Types of Budget, Static and Flexible Budgeting, Preparation of Cash Budget, Sales Budget, Production Budget, Materials Budget, Capital Expenditure Budget and Master Budget, Advantages and Limitations of Budgetary Control.

### **UNIT-4**

Responsibility Accounting & Transfer Pricing: Concept and various approaches to Responsibility Accounting, Transfer Pricing : concept, types & importance ; Neo Concepts for Decision Making: Activity Based Costing, Cost Management, Value Chain Analysis, Target Costing & Life Cycle Costing : concept, strategies and applications of each.

### **UNIT-5**

Standard Costing: Concept of standard costs, establishing various cost standards, calculation of Material Variance, Labour Variance, and Overhead Variance, and its applications and implications. Differential Costing and Incremental Costing: Concept, uses and applications.

### **SUGGESTED READINGS:**

1. Khan M.Y., & Jain P. K., (2009). *Management Accounting. 3<sup>rd</sup> Edition.* Tata Mc. Graw Hill.
2. Pandey, I. M., (2009). *Management Accounting. 3<sup>rd</sup> Edition.* Vikas Publishing House.
3. Dr. Jawaharlal, (2012). *Managerial Accounting. 4<sup>th</sup> Edition.* Himalaya Publishing House.
4. Maheshwari, S. N., & Maheshwari, S.K. (2014). *Principles of Management Accounting. 17<sup>th</sup> Edition.* Sultan Chand & Sons.
5. Horngren, C. T., & Sunden, G.L., (2013). *Introduction to Management Accounting. 16<sup>th</sup> Edition.* Pearson.

**Suggested Continuous Evaluation Methods:** In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, and Group Discussions. This will instil in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.

## **MMS - 513-OPERATIONS MANAGEMENT-(3 CREDITS)**

Operations Management (OM) is concerned with the management of resources and activities that produce and deliver goods and services for customers. Efficient and effective operations can provide an organization with major competitive advantages since the ability to respond to customer and market requirements quickly, at a low cost, and with high quality, is vital to attaining profitability and growth through increased market share.

### **Course Objectives**

- Understand the process model of operations that describes inputs being transformed into outputs within the boundary of an operations system.
- Know the role of operations managers, in particular the importance of focusing on suppliers and customers who are outside this boundary, as well as on other aspects of the operations system's external environment.

### **Course outcomes:**

The objective of this subject is to introduce the students with the intricacies of Operations Management. The course discusses the importance of planning, organizing and controlling aspects in Operations Management.

### **UNIT-1**

Evolution of Operations and Production Management: History and Overview of Production Management; Capacity Planning; Location Planning; Operational Strategies for Plant selection, Various approaches of Capacity Planning.

### **UNIT-2**

Production Processes: Types of Production Processes. Layout Planning. Productivity Management, Production & Operation benchmarking; Industrial Standards and practices in Production excellence.

### **UNIT-3**

Inventory Management: Deterministic and Probabilistic Inventory Management models, Purchasing and Warehousing, Methods Study, Motion Study and Work Measurement, Job Evaluation, Wage Incentive Schemes, Value Analysis.

### **UNIT-4**

Operation Planning: . Forecasting ;. Aggregate Planning; Scheduling: Gantt Charts and Sequencing;. Project Management with PER/CPM ; Material Requirements Planning (MRP); Manufacturing Resources Planning (MRP II) z Enterprise Resource Planning (ERP)

### **UNIT-5**

Operation Quality Standards: Total Quality Management ; ISO 9000 and ISO 14000 Quality Systems ; Statistical Process Control (SPC); Maintenance Management: Reliability and Maintenance; Replacement Techniques

### **SUGGESTED READINGS:**

1. BS, S. (2005). *Supply Chain Management*. Pearson .
2. Chase, A. J. (2014). *Operations Management for competitive advantage*. McGraw Hill Higher Education; Ninth edition.

3. Shah, J. *Supply Chain Management: Text and Cases* . 2009: Pearson Education .
4. Shaprio. (1995). *Logistics Strategy: Cases and Concepts*. West Publishing .
5. Stevenson, W. (2008). *Operation Management*. McGraw-Hill / Irwin .

**Suggested Continuous Evaluation Methods:** In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, and Group Discussions. This will instil in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.

## **MMS - 514-FINANCIAL MANAGEMENT (3 CREDITS )**

### **Course outcomes:**

The basic purpose of this course is to develop a strategic perspective by understanding the principles of financial Investment decisions with respect to various avenues of investment. Course outcomes cover the development of required acumen to evaluate the investment environment for various avenues of investment and to formulate strategies for investments in equities, Bonds and other securities. Students will also be able to revise and reconstruct the portfolios consisting various securities and should be able to assess the performance of portfolios as well as managers monitoring them.

### **UNIT-1:**

Concepts of Financial Management: Objective & Scope of Financial Management, Function of finance manager, Techniques of Financial Management, Time Value of Money.

### **UNIT-2:**

Capital Budgeting: Introduction and Type of investment decision Evaluation Techniques NPV, IRR, ARR, profitability index, Payback period. Cost of Capital- Cost of Equity, Debt and Preference Share, Weighted Average Cost of Capital.

### **UNIT-3:**

Leverages & Capital Structure: Operating, Financial & Combined Leverages, Indifference Point, Capital Structure- Approaches to Capital Structure, Capital structure theories: Theory of relevance and irrelevance, Optimum Capital Structure.

### **UNIT-4:**

Working Capital Management: Determinants, working capital policies, optimum level of working capital. Profitability vs risk trade off, Cash management: concept and methods, Inventory Management Techniques. Receivable management and credit policy, Working Capital Financing

### **UNIT-5:**

Dividend policy: Dividend Policies-Determinants and Models of Dividend Policy. factors affecting dividend policy, dividend payout decisions, Corporate restructuring, mergers and reforms, Shareholders value and its calculation, EVA/VAR

### **SUGGESTED READINGS:**

1. Pandey I.M (2010). *Financial Management*, Vikas Publications, Delhi.
2. Horne V (2003). *Financial Management and Policy*, Pearson Education, New Delhi..
3. Knott G (2004). *Financial Management*, Palgrave, London.
4. Khan M Y & Jain P K(2011). *Financial Management*, Tata McGraw Hill, Mumbai.
5. Chandra P (2004). *Fundamentals of Financial Management*, TMH, Mumbai.

**Suggested Continuous Evaluation Methods:** In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, and Group Discussions. This will instil in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.

## **MMS -515- MARKETING MANAGEMENT-(3 CREDITS)**

Marketing helps to communicate the value of a product or service to the consumer, with an aim to sell the product. Marketing Management is a discipline focused on the application of marketing techniques and the management of marketing resources and activities. It is important to gain insights into the dynamic nature of the markets and the ways and means to manage them, using theoretical knowledge and its applicability on the field. The importance of the 4 Ps of Marketing, i.e. Product, Pricing, Promotion and Place can never be undermined. This course provides an overview of marketing processes and marketing principles, and provides students with the opportunity to apply the key concepts to practical business situations

Course outcomes:

At the end of the course, the learner will be able to:

- Understand the fundamentals of Marketing.
- Apply basic frameworks of Marketing Management for managerial decision making.
- Appreciate the challenges involved in marketing decisions concerning 4 P's – product, price, place and promotion.

### **UNIT-1**

Nature and scope of marketing & marketing management, concepts and philosophies of marketing, relation of marketing with other functions, customer value.

### **UNIT-2**

Marketing environment analysis, consumer markets and its behaviour, market segmentation and bases for segmentation, characteristics of major Indian market segments (urban, rural, income classes, social classes), cultural groups, concept of positioning.

### **UNIT-3**

Demand and sales forecasting, basic methods of sales forecasting Concept of product life cycle and market development New product development. Marketing Mix Product-nature & Types Product mix decision Brand decision, Packaging Price-Methods of Price determination

### **UNIT-4**

Marketing Mix Place, Physical distribution, channels of distribution, role of middlemen, Alternative channel designs, selection and evaluation of channel members, Promotion, role of promotion in marketing mix, advertising & sales.

### **UNIT-5**

B2B marketing, marketing organization, control and evaluation, concept of marketing audit, contemporary issues in marketing.

### **SUGGESTED READINGS:**

1. Czinkota, Michael R., Massaki, Kotabe and David Mercer B. (1997). *Marketing Management: Text and Cases*, Blackwell Publishers, Massachusetts.

2. Etzel, Michael J., Walker Bruce and William J. Stanton. (1999). *Fundamentals of Marketing, 11th edition*, McGraw Hill Publishing Co., New York.
3. Hughes, G. David, Daryl McKee and Charles H. Singler.( 1999). *Sales Management: A career Path Approach*, Southwestern College Publishing, Cincinnati.
4. McCarthy, E. Jerome and William D, Perrault, Jr.,.(1994) *Basic Marketing: A Managerial Approach, 9th ed.*, Richard D. Irwin, Homewood, Illinois.
5. Pawar, J. S.,( 1997) *Marketing in the New Era – Competing in a Globalised Economy Response Books*, Sage Publications, New Delhi,
6. Zikmund. William G. and Michael d' Amico.,(2001). *Marketing: Creating and Keeping Customers in an E-Commerce World*. South Western College Publishing, Thompson Learning, Australia.

**Suggested Continuous Evaluation Methods:** In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, and Group Discussions. This will instil in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.



## **MMS -516 HUMAN RESOURCE MANAGEMENT-(3 CREDITS)**

The general purpose of this course is to familiarize students with the basic principles and techniques of HRM. The course takes a practical view that integrates the contributions of the behavioral sciences with the technical aspects of implementing the HR function in the real world. This basic understanding of HRM is essential for the student when he enters into the diverse work places. The key objective of this course is to give an understanding that HR Management is more than just accepting employment applications and keeping records; it is a central and strategic organizational activity of increasing complexity and importance.

### Course Objectives

- Comprehend in depth the theoretical framework and the basic principles of HRM.
- Comprehend in depth functions of HRM (Job analysis, man power planning, and recruitment, selection, on boarding, training & development, appraisal, compensation).
- Apply the principles and techniques of HRM gained through this course to the discussion of major personnel challenges and the solution of typical case problems.

### Course outcomes:

- On completion of the course the learner will be able to understand the importance of human resources as competitive advantage for an organization.
- link organization strategy with human resource practices and outcomes in an organization.
- learn the techniques of HR functions and its implementation aspects to motivate employees for performance and retention.
- learn the implementation of HR practices and outcomes thorough discussion of real examples with case studies.

### **UNIT-1**

Designing and Developing HR System: Evolution and growth of HRM, Functions, HRM Philosophy. Human Resource Planning, Job Analysis, Job description and Job specification, Job Enrichment, Job Enlargement. Recruitment and selection-Process, sources, methods, Selection process and techniques, Induction.

### **UNIT-2**

Compensation: Job evaluation- methods, Different forms of employee compensation for Executives & Non- Executives, fringe benefits, pay structure in India.

### **UNIT-3**

Training & Development: Concept, process, identification of training needs, training & development methods, Evaluation of training. Performance appraisal- Concept, errors in performance appraisal, methods of performance appraisal, Career Development

### **UNIT-4**

Industrial Relations: Concept, significance. Grievance- causes and procedure, Collective Bargaining, Discipline and Industrial disputes.

## **UNIT-5**

Emerging Issues in HRM: International Human Resource Management Practices, Essentials of Quality of work life, Productivity Concepts in context to HRM - Total Quality Management, Kaizen, Quality Circle.

### **SUGGESTED READINGS:**

1. Rao VSP , *Human Resource Management, Text and Cases* , (2<sup>nd</sup> ed.) , Excel Books.
2. Ivansevich ,(2012), *Human Resource Management* , (12<sup>th</sup> ed.), Tata McGraw Hill .
3. Dessler G , (2014), *Human Resource Management* , (14<sup>th</sup> ed. ) , Prentice Hall.
4. Bernardi, *Human Resource Management* , (4<sup>th</sup> ed. ), Tata McGraw Hill.
5. Armstrong,M & Taylor, S(2014). : *Handbook of Human Resource Management Practice*, (13<sup>th</sup>

**Suggested Continuous Evaluation Methods:** In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, and Group Discussions. This will instil in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.

## **MMS - 517 -LEADERSHIP SKILLS & PRACTICES (2 CREDITS)**

The general purpose of this course is to familiarize students with the basic principles and techniques of HRM. The course takes a practical view that integrates the contributions of the behavioral sciences with the technical aspects of implementing the HR function in the real world. This basic understanding of HRM is essential for the student when he enters into the diverse work places. The key objective of this course is to give an understanding that HR Management is more than just accepting employment applications and keeping records; it is a central and strategic organizational activity of increasing complexity and importance

### **UNIT-1**

Introduction to leadership, the crucial role of leadership, different Roles of a leader,, Leadership theory paradigms, levels of analysis of leadership, Leadership traits, Big-5 model and leadership, derailed leaders, effective leaders, Achievement Motivation theory, Leader Motive Profile, Pygmalion effect, Ethical leadership

### **UNIT-2**

Leadership Behavior& styles-Michigan & Iowa, Leadership Grid, Contingency theory-Fiedler model, Hersey Blanchard SLT, Leadership Continuum theory, Normative theory, Leadership substitute theory

### **UNIT-3**

Team Leadership-Vertical Dyad Linkage theory, LMX theory, Followership, Delegation, Self Managed Teams, Ginnet's Team effectiveness Model, Fundamentals of Networking, Negotiation, Coaching as a Leader, Leader conflict Management

### **UNIT-4**

Charismatic and transformational leadership, stewardship, servant leadership, Resonant Leadership-work of Goleman, boyatzis, etc,

### **UNIT-5**

Crisis leadership, Leading Change, Selected Profiles of Top leaders from Industry and Polity.

### **SUGGESTED READINGS:**

1. Lussier/ Ahus, (2007). *Effective Leadership. Third edition.* Thomson South Western.
2. Hughes, Ginnet, Curphy (2006). *Leadership-Enhancing the Lessons of experience. Fifth edition.* Tata McGraw Hill.
3. Durbin, J. A., (2007). *Leadership-Research findings, Practice, and Skills. Fourth edition.* Biztantra.

4. Durbin. A., (2015). *Leadership: Research Findings, Practice and Skills*. PHI

5. Saxena, S & Awasthi, P., (2009). *Leadership*.

**Suggested Continuous Evaluation Methods:** In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, and Group Discussions. This will instil in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.

### **MMS- 518 –SEMINAR AND VIVA-VOCE (1 CREDIT) – HALF CREDIT EACH**

The objective of Seminars is to help the students in developing their Communication skills, especially the presentation before the group. Each student is expected to present a seminar (as Elaborated in the Ordinance) on a topic approved by the Teacher In- charge of the seminars.

In this Semester the student being new to the Environment, the topic of seminar will be on general topic of the choice of the student. At least one semester for each student is compulsory during the Semester.

At the end of Semester Course each student will have to face an interview where he/she is expected to answer questions relating to the course covered during the Semester and on questions of relevant topics concerning Industry, Commerce and trade. The Viva – Voce shall be conducted jointly by the Internal Expert and the External Expert. Since the Viva – voce is to be conducted by the External Expert the Feed back received from the Expert and Suggestions should be used for enrichment of the student in subsequent Semester

## **\* PDP MODULE NO-2**

### **WRITING STYLE AND TECHNIQUES**

- Choice of words, length and content of sentences
- How to structure ideas - bottom line first
- How to write good memos and summaries
- How to improve the look of your writing
- Using headings and visuals for impact
- Business email writing etiquette

### **TIME MANAGEMENT & TELEPHONE ETIQUETTE**

- Dealing with difficult tasks
- Getting organized
- Maximizing the available time
- The importance of right attitude
- Use of technology in time management
- Managing stress by effectively managing time.
- Ways to make a Good First Impression.
- Effective Call Handling
- Tips for Good Telephone Etiquette
- Forbidden Phrases to Avoid
- Tele-conferencing skills

## **SEMESTER III**

### **COMPULSORY PAPERS**

#### **MMS -519-STRATEGIC MANAGEMENT-** **(3CREDITS)**

The key objective of this course is to give an understanding that Strategic Management is more than just accepting employment applications and keeping records; it is a central and strategic organizational activity of increasing complexity and importance

##### **UNIT-1**

Introduction to Strategic Management : Managers Need Strategy; Value Creation and Value Capture; Basic Theories of Economics and Management vis-à-vis Strategic Mapping; Strategic plans for Global Emerging Markets (GEMs)

##### **UNIT -2**

Industry Analysis: Industry Analysis and the Five Forces Framework; Industry Analysis: Managing the Value Chain; Firm Level Strategy: Choosing How to compete; Low-cost Leadership; Positional Advantage; Strategic Budget and Audit;

##### **UNIT-3**

Corporate Strategy: Synergies; Technology Management and Discontinuation; Game Theory and Strategy; Operational Effectiveness; Global Strategic Planning and Optimization, Inorganic growth models.

##### **UNIT-4**

Strategy Implementation, Mc Kinsey's 7S Model, Organization Life Cycle, Management and Control, Activity based Costing, Strategic Information System.

##### **UNIT-5**

Structural Issue- organization structure and control, balance score card, strategy execution, innovation management, corporate governance, strategic change, strategy process and wrap up.

#### **SUGGESTED READINGS:**

1. Azar, K. (2010). *Business Policy and Strategic Management*. Tata Mc Graw Hill.
2. John A Pearce II, R. R. (2012). *Strategic Management- Formulation, Implementation and Control*. McGraw Hill.

3. Lawrence R. Jauch, G. W. (2010). *Business Policy and Strategic Management*. Frank Brothers.
4. Palepu, T. K. (2010). *Winning in Emerging Markets*. Harvard Business Press.

**Suggested Continuous Evaluation Methods:** In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, and Group Discussions. This will instill in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.

## **MMS-520- MANAGEMENT OF INTERNATIONAL BUSINESS (3 CREDITS)**

The key objective of this course is to give an understanding that International Management is more than just accepting employment applications and keeping records; it is a central and strategic organizational activity of increasing complexity and importance

### **UNIT-1**

Introduction to IB: Importance, Nature & Scope of IB, modes of entry into IB, International Business Environment- Domestic, foreign & Global Environment and their impact on IB decisions

### **UNIT-2**

Global trading environment- world trade in good & service- Major trends & developments, world trade and protectionism- tariff and non- tariff barriers.

### **UNIT-3**

Balance of payment- Meaning, Importance & types, Foreign investment Patterns, structure and effects, movements in foreign exchange and interest rates and impact on trade & investment flows

### **UNIT-4**

International economic Institutions & agreements- WTO, IMF, World Bank, UNCTAD and other international agreements- their role, importance and objectives structure and functioning of EC and NAFTA, Regional economic Cooperation

### **UNIT-5**

MNC's and their involvement in IB, emerging developments & other issues- growing concern for ecology, counter trade, IT and International Business, International Collaborative arrangements and strategic alliances, Marketing mix decision for IB

### **Suggested Reading:-**

1. Hill, Charles, W.L. (2011). *International Business. 8<sup>th</sup> edition*. McGraw-Hill, New York
2. Aswathappa,K.(2012), *International Business 5<sup>th</sup> edition*, McGraw-Hill education
3. Bennet, Roger. (1999). *International Business, Financial Times 2<sup>nd</sup> edition* Pitam Publishing London



4. Daniel, John. D& RadeBaugh, Lee H.,(2013). *International Business; environments and operations, 14<sup>th</sup> edition* Boston: pearson
5. Griffen, Ricky W. & Pustay, Michael W., (2015), *International Business: A managerial perspective, 8<sup>th</sup> edition*, Boston Pearson

**Suggested Continuous Evaluation Methods:** In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, and Group Discussions. This will instil in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.

### **MMS - 521-SUMMER TRAINING - (1CREDIT)**

After Completion of the compulsory training in designated organization each student shall prepare a training report on the pattern finalized in consultation with the Teacher in-charge of the training. Each Student shall present a seminar, which shall be based on the training and the training report. The objective is to understand the benefits and gains to the student due to compulsory training and enable the student to express his understanding about the functioning of outside world especially as to what extent the concept of management taught him were relevant and are helpful in the real world in the real situation.

## **FINANCE ELECTIVE**

### **MMS-522- FINANCIAL INCLUSION (2 CREDITS)**

The key objective of this course is to give an understanding that Finance Management is more than just accepting employment applications and keeping records; it is a central and strategic organizational activity of increasing complexity and importance

#### **UNIT-1**

Introduction to Financial Inclusion-Meaning and Definition, Problems of Financial Inclusion, Factors Affecting Access to Financial Services, Financial Exclusion-Meaning, Nature, Participants Causes and Consequences Benefits Of Inclusive Financial Growth, Relationship between Financial Inclusion and Development Indicators.

#### **UNIT-2**

Financial Inclusion In India-Cooperative Societies Act, Rural Credit Survey Committee, Nationalization of banks, Introduction of Lead Bank Scheme, Setting up of Regional Rural banks, Introduction of Kisan Credit Card

#### **UNIT-3**

Evolution of Microfinance-different models of microfinance operating in India Emerging Trends in Microfinance Micro-insurance- Concept, Practices and Innovations, Understanding Rural Debt , Safe Remittances for the Poor; SHG: Study of the Self Help

Group-Bank Linkage Programme (SBLP) as an innovative strategy of microfinance evolved in India.

#### **UNIT-4**

Extending Financial Services to Poor- Linkages between Formal and Informal Financial Institutions to Extend Financial Service to Poor People, Efforts in reducing Transaction Costs for Banks and Their Clients, Business Correspondent and Business Facilitator Outreach Model for Banks, The Post Office model, Financial Literacy and Counseling of Rural People.

#### **UNIT-5**

Challenges for the Future-Inclusive Growth through Rural Employment, the Micro-enterprises Model, Unique Identification Number and Financial Inclusion, Best Practices in Financial Inclusion and Case Studies

#### **Suggested Readings:**

1. Das Kartick, Sharma Gopal (2013). *Financial Inclusion, Self-help Groups (SHGs) and Women (English), 1<sup>st</sup> Ed*, New Century Publication, New Delhi.
2. Mujumdar N A (2007). *Inclusive Growth: Development prospective in Indian Economy*, Academic Foundation, New Delhi.
3. Mishra Padmaja (2014). *Financial Inclusion, Inclusive Growth and the Poor, 1<sup>st</sup> Ed*, New Century Publication, New Delhi.
4. Shetty S L (2012). *Microfinance in India: Issues, Problems and Prospects: A Critical Review of Literature*, Academic Foundation, New Delhi.

**Suggested Continuous Evaluation Methods:** In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, and Group Discussions. This will instil in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.

### **MMS - 523-SECURITY ANALYSIS & PORTFOLIO MANAGEMENT – (2 CREDITS)**

The key objective of this course is to give an understanding that SAPM Management is more than just accepting employment applications and keeping records; it is a central and strategic organizational activity of increasing complexity and importance

#### **UNIT – I**

Introduction to Security Analysis Investments - Investment Vs. speculation - Investment Process - Investment categories - Risk and return - Factors Influencing Risk - Measuring

Risk and Return, Principles of Valuation. Dividend Models, Price/Earnings Approach .  
Markets for Securities and Taxes Economic Analysis. Industry Analysis.

## UNIT – 2

Primary Market and Secondary Market Function of primary market, Parties involved in new issues \_ Managers, Registrars, underwriters. Bankers, statutory agencies. Private placement bought out deals. Book building. Function of stock exchanges. Over the counter exchange of India (OITCEI). Regulatory Framework-Securities and Exchange Board of India\_ Origin, function, organization and activities. Dematerialization process and re-materialization process. National securities depository Ltd (NSDL) AND Central depository services Ltd. (CDSL). Stock market indices-BSE sensex , NSE 50 (NIFTY). S& P CNX 500.

## UNIT - 2

Equity stock Analysis: Company Analysis: Analyzing the Financial Statements, The Chemistry of Earnings, Forecasting via the Earnings Model, Market Share/Profit Margin Approach, Independent Forecast of Revenue and Expenses.

Bond analysis - Returns and Risk - Returns and Systematic Risk. Unsystematic Risk Valuation of Bonds - Bond Management Strategies: Duration.

## UNIT – 4

Technical Analysis: Market Indicators, Forecasting Individual Stock Performance.  
Efficient Market Theory - Random Walk - The Efficient Market Hypothesis. Portfolio Analysis: Effects of combining securities - Markowitz's Mean-Variance model. Portfolio selection: Risk and investor Preferences - Constructing the portfolio - Significance of beta in the Portfolio.

## UNIT – 5

Capital market Theory: CAPM - Arbitrage Pricing Theory. Management Portfolios and performance evaluation: Sharpe Index. Treynor Index, Jensen's Model.

### **SUGGESTED READINGS:**

1. Fischer D E & Jordan R J.(2011). *Security Analysis and Portfolio Management, 6<sup>th</sup> Ed*, Prentice Hall of India. New Delhi.
2. Prasanna C (2012). *Investment Analysis and Portfolio Management, 4<sup>th</sup> Ed*, Tata McGraw Hill, New Delhi.
3. Elton E J, Gruber M J, Brown S J, Goetzmann W N (2010). *Modern Portfolio Theory and Investment Analysis, 8<sup>th</sup> Ed*, Wiley India. New Delhi.
4. Reily (2012). *Analysis of Investment and Management of Portfolio, 10<sup>th</sup> Ed*, Cengage Learning, New Delhi

**Suggested Continuous Evaluation Methods:** In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, and Group Discussions. This will instil in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.

## **MMS - 524-CORPORATE TAX PLANNING-(2 CREDITS)**

The key objective of this course is to give an understanding that Tax Management is more than just accepting employment applications and keeping records; it is a central and strategic organizational activity of increasing complexity and importance

### **UNIT-1**

Nature and Scope of Tax Planning: Nature, Objectives of Tax Management, Tax Planning, Tax Avoidance & Tax Evasion, Assessment Year, Previous Year, Assessee – types, Residential status, Non-resident Indians.

### **UNIT-2**

Tax on Individual Income – Computation of tax under the heads of Salaries, Income from House Property, Profits & Gains of Business, Capital Gains & Income from Other Sources. Tax deductible at source

### **UNIT-3**

Corporate Income Tax: Tax concessions and incentives for corporate decisions. Tax planning for depreciation; Treatment of losses & unabsorbed items; Carry forward and set off losses.

### **UNIT-4**

Central Excise Act 1944 and Basic Concepts; Customs Act and Customs Duties Planning (Working Knowledge required); Service Tax Rules 1994 (Basic Concepts & Working Knowledge)

### **UNIT-5**

Tax appeals, Revision & Review. Wealth tax on closely held companies; Valuation of assets; Filing of returns; Assessment; Appeals; Review; Revision and Rectification.

### **SUGGESTED READINGS:**

1. Singhania, V. K., & Singhania K., (2015). *Direct Taxes- Law and Practice. 53<sup>rd</sup> Edition.* Taxman Publications.
2. Ahuja, G., & Gupta, R., (2013). *Income Tax Rules. 2<sup>nd</sup> Edition.* Jain Book Agency.
3. Bhagwati, P., (1994). *Income Tax Law & Practice. 23<sup>rd</sup> Edition.* Wishwa Prakashan.
4. Rafi, (2014). *Indirect Tax Management & Practice, Taxmann, 11<sup>th</sup> Edition.* Bharat Law House.
5. Datey, V.S., (2015). *Indirect Taxes – Law & Practice. 34<sup>th</sup> Edition.* Taxmann.

**Suggested Continuous Evaluation Methods:** In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, and Group Discussions. This will instil in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.

## **MARKETING ELECTIVE**

### **MMS - 525- CONSUMER BEHAVIOR- (2 CREDITS)**

The key objective of this course is to give an understanding that Marketing Management is more than just accepting employment applications and keeping records; it is a central and strategic organizational activity of increasing complexity and importance

#### **UNIT-1**

Introduction : Nature and Scope of Consumer Behavior, Importance of Study of Consumer Behavior, Framework for studying Consumer Behavior, Problems in studying Consumer Behavior, types of Buying Behavior, Consumer Behavior Research.

#### **UNIT-2**

Factors Influencing Consumer Behavior : Cultural Factors- Culture, cross-cultural Influences; Sub-culture; Social Class and Social Stratification. Social Factors - Reference Groups; Family Influences; Family Buying Behavior; Roles and Status; Personal Factors – Age and stage in Life Cycle; Occupation and Economic circumstances; Personality and self-concept; Life style and values; Psychological factors – Perception; Motivation; Learning; Attitudes and beliefs;

#### **UNIT-3**

Consumer Behavior Process & Consumer Satisfaction : Problem Recognition; Information Search; Evaluation of Alternatives; Purchase Decision; Post-purchase behavior; Mechanism of Consumer Satisfaction and Dissatisfaction, Repeated Buying, brand and Shifting Loyalty, Opinion Leadership, Complaint Behavior.

#### **UNIT-4**

Organisation/Business Buying Behavior : How Different from Consumer Behavior; Participants in the Business Buying Process; Factors influencing business buying process; Stages in the Organisational buying process.

#### **UNIT-5**

Models of Consumer Behavior : Nicosia Model; Enget, Kollat and Blackmell(EKB); Howard and Sheth Model

#### **SUGGESTED READINGS:**

- 1.Assael, H.,(1998). *Consumer Behaviour and Marketing Action, 6th ed.*, South Western Publishing Company, Ohio.
- 2.Engel, James F., Roser D. Blackwell, and Paul W. Miniard.,(1990). *Consumer Behaviour*. Dryden Press, Chicago.
- 3.Hawkins, Dal l., Roger J. Best and Kenneth A. Coney.,( 1995). *Consumer Behaviour Implication for Marketing Strategy*, Richard D. Irwin, Chicago.

4.Hoyer, Wayne D. and Debovar J. Macinnis,.(1997). *Consumer Behaviour*, Hongnton Mifflin Company, Boston, New York.

5.Peter. J. Paul and Jerry C. Oison,.(1993). *Consumer Behaviour and Marketing Strategy*, Richard D. Irwin, Illinois.

**Suggested Continuous Evaluation Methods:** In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, and Group Discussions. This will instil in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.

## **MMS - 526-MARKETING RESEARCH - (2 CREDITS)**

The key objective of this course is to give an understanding that Market research is more than just accepting employment applications and keeping records; it is a central and strategic organizational activity of increasing complexity and importance

### **UNIT 1**

Introduction: Importance, Scope and Limitations, Types of Research, Planning and Designing Research, Methods of Data Collection, Data Preparation- Validation, Editing, Coding, Tabulation and Cross Tabulation of Data, Data Analysis and Interpretation, Hypothesis Testing, Univariate and Vicariate Data Analysis. Multivariate Data Analysis.

### **UNIT-2**

Sampling and Questionnaire Design and Construction: Introduction to Sampling, Sampling Process, Sampling Techniques – Probabilistic and non-probabilistic, Sampling Designs, Sample Size, Application of Sampling, Steps involved in Questionnaire Construction, Questionnaire Designs, Attitude Measurement, Types of Scales for Attitude Measurement.

### **UNIT-3**

Application of Marketing Research: Product Research, Utility of Market Research to Brand Positioning and Market Segmentation Analysis, Distribution Research, Advertising and sales Promotion Research, Sales Control Research and Strategic Planning.

### **UNIT-4**

Presentation and Follow Up: Role of the Report, Type of Reports, Contents of the reports, Personal Presentation of the Report, Follow up.

### **UNIT-5**

Organization of Marketing Research Department: Marketing Research Agencies, Types and Functions of Marketing Research Agencies and Ethical Issues of Marketing Research.



### **SUGGESTED READINGS:**

1. Aaker, David A, V. Kumar arki George S Day. (2009). *Marketing Research, 10<sup>th</sup> Edition* . John Wiley and Son, New York.
2. Boyd, Harper w., et al. (2008). *Marketing Research: Text and Cases 4<sup>th</sup> edition*. McGraw Hill , New Delhi
3. Douglas, S.P. and C.C. Samuel. (2009). *International Marketing Research 3<sup>rd</sup> Edition*. Johan Wiley, New York..
4. Kumar, V.(1999). *International Marketing Research 1<sup>st</sup> edition*. Prentice Hall of India Ltd., New Delhi.
5. Malhortara, Naresh K.(1999). *International Marketing Research - An Applied Orientation, 3<sup>rd</sup> ed*. Person Education Asia.
6. Tull, D.S. and D. I. Hawkins.(1998). *Marketing Research: Measurement and Methods*. Prentice Hall of India Ltd., New Delhi.

**Suggested Continuous Evaluation Methods:** In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, and Group Discussions. This will instil in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.

## **MMS - 527- RETAIL AND DISTRIBUTION MANAGEMENT –(2 CREDITS)**

The key objective of this course is to give an understanding that Retail and distribution Management is more than just accepting employment applications and keeping records; it is a central and strategic organizational activity of increasing complexity and importance

### **UNIT-1**

Marketing Channels- Structure, Functions and Significance - Basic Channel Role in the dynamic market place - Designing & Selecting the Market Channel. Behavioral process in marketing channel.

### **UNIT-2**

Primary participants of the Channel - Manufacturer, Wholesaler and Retailer - Logistics and Operational dimensions – Concepts of Material Handling, Transportation, Warehousing and Inventories

### **UNIT-3**

Significance of Wholesaler and its role - Types of the Wholesalers, Nature and Importance of Retailing - Types of the Retailers, Retail Mix - Retail Merchandising - Retail Decision Location and Size Retailer Promotion - Advertising, Sales Promotion and POP Promotion, Tools for Sales promotion - Shelf Management - Communicating with the retailer customer Significance and importance of Franchisee in Channel Decision - Advantages of Franchisee - Process of appointment of Franchisee, Franchisee Agreement - Franchiser Franchisee relationship

### **UNIT-4**

Managing Marketing Channels - Channel Policies - Choice of the channel - Organizational Pattern in the Channel - Assessing Channel Performance - Causes for Channel Conflict - Techniques to overcome Channel Conflict, Motivating the channel member. Product & Pricing issues in Channel management.

### **UNIT-5**

Channels for Consumer Goods, Industrial Goods and Services, Concept, Role and Significance of Multi-level Marketing

### **SUGGESTED READINGS:**

1. David Gilbert, (2003). *Retail Marketing Management*. Dorling Kindersley (India) Pvt.Ltd. New Delhi.
2. A.Sivakumar, (1997). *Retail Management*. Excel Books, New Delhi.
3. B.R.Londhe, (2006). *Retail and Distribution Management*. Nirali Prakashan. Mumbai.
4. K.V.S. Madaan, (2009). *Fundamentals of Retailing*, Tata McGraw Hill, New Delhi.
5. Malcolm Sullivan and Dennis Adcock, (2002). *Retail Marketing*. Thomson Learning. London.

**Suggested Continuous Evaluation Methods:** In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, and Group Discussions. This will instil in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.

# **HUMAN RESOURCE MANAGEMENT ELECTIVE**

## **MMS-528-INDUSTRIAL RELATIONS-(2 CREDITS)**

The key objective of this course is to give an understanding that Industrial Relations Management is more than just accepting employment applications and keeping records; it is a central and strategic organizational activity of increasing complexity and importance

### **UNIT-1**

Industrial Relations: Concept, Objectives, influence of emerging socio-economic scenario on industrial relations , Role of State in managing industrial relations, Components of IR system, factors affecting industrial relations.

### **UNIT-2**

Trade Unions: Objectives and functions; Development of trade Union movement in India; Challenges of Trade Union movement; Forms of union; Trade Union response toward liberalization and change;

### **UNIT-3**

Industrial Unrest: Prevention and settlement of Industrial disputes, bipartite and tripartite machineries, voluntary arbitration and adjudication, Collective bargaining.

### **UNIT-4**

Method of direct Action: Strikes, Lock-out, types of strike, legal, illegal and unjustifiable strikes and lock-outs, protection to workmen.

### **UNIT-5**

Employee Empowerment: Industrial democracy, Involvement of workers with management ; Strategic implementation of WPM; IR and technological change. ILO- Role and objectives of ILO.

### **SUGGESTED READINGS:**

1. Ramaswamy, E. *Managing Human Resources*, Oxford University Press, New Delhi
2. Venkataratnam, C.S. & Sinha, Pravin, *Trade Union Challenges at the Designing of 21<sup>st</sup> Century*, IIRAEExcel Books, New Delhi
3. Monappa, A. *Industrial Relations*, Tata McGraw Hill, New Delhi

4. Monappa, A. *Managing Human Resources*, Tata McGraw Hill, New Delhi

**Suggested Continuous Evaluation Methods:** In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, and Group Discussions. This will instil in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.

## **MMS - 529 – STRATEGIC HUMAN RESOURCE MANAGEMENT- (2 CREDITS)**

The key objective of this course is to give an understanding that Strategic Human Resource Management is more than just accepting employment applications and keeping records; it is a central and strategic organizational activity of increasing complexity and importance

### **UNIT-1**

Concept, Views of various stakeholders, forms of pay, policy choices, 3P compensation concept, Wage policy-Economic and social considerations.

### **UNIT-2**

Pay commissions and Wage Boards in India, Compensation strategy at company level, Internal alignment, internal structure-design and key considerations.

### **UNIT-3**

Job Evaluation-Techniques & Linkage with external market, External parity/competitiveness.

### **UNIT-4**

Pay for Performance-Concept, Linking motivation theories to pay for performance, designing a pay for performance plan, performance plan-individual, group and team based, ESOP, IMPOSHARE, SCANLON, RUCKOR, BBOP.

### **UNIT-5**

EPF and Miscellaneous provisions ACT, 1952, Payment of Bonus Act, 1965.

### **SUGGESTED READINGS:**

1. Milkovich, G.T. & Newmann J, *Compensation Planning*, Mc Graw Hill Publishing Co Ltd.
2. Singh, B.D., *Compensation and Reward Management*, Excel Books.
3. Kapoor, N.D. *Hand Book of Industrial Law*, Sultan Chand and Sons.
4. Richard & Henderson, *Compensation management in a knowledge based world*, Pearson Education, Ltd.

5. Subramaniam, K.N., *Wages in India*.
6. Sharma, A.M., *Understanding Wages System*, Himalaya Publishing Co.
7. Martocchio, J.J., *Strategic Compensation*, Pearson Education.
8. Armstong, M. and Murlis H., *Reward Management*, Kogan Page, UK.

**Suggested Continuous Evaluation Methods:** In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, and Group Discussions. This will instil in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.

## **MMS - 530-TRAINING AND DEVELOPMENT- (2 CREDITS)**

The key objective of this course is to give an understanding that Training & development Management is more than just accepting employment applications and keeping records; it is a central and strategic organizational activity of increasing complexity and importance

### **UNIT-1**

Training in Organizations: Overview of Training, Training and Development, Rationale for training Changing organizations and training, Opportunities and challenges in Training, The Trainer: Roles and competencies of Trainer.

### **UNIT-2**

Assessment of Training Needs & Design: The TNA model, Level of organizational need, Organizational analysis, Task analysis, Individual training needs analysis. Training Design constraints–Training Design Process–Key Factors in Designing–Training Design Theories.

### **UNIT-3**

Designing training & Training Methods: Developing the training modules, Course contents, Training schedule, Time table, Training budget. Simulation methods, Case discussions, Group discussions, Role play, Management games, In basket exercises, Choosing a training method—Training of special groups like sales and retail staff.

### **UNIT-4**

Evaluation of Training: Evaluation of the programme, Rationale for Evaluation–Training outcomes–Types of Evaluation Techniques & KirkPatrick model of evaluation – CIRO model – ROI of training Instruments–Costing Training Programmes–Measuring ROI of training programmes.

### **UNIT-5**

Technology in training: CBT – Multimedia training – e-learning/online learning- distance learning.

### **SUGGESTED READINGS:**



1. Blanchard, P.N. and Thacker, J.W (2007): *Effective Training: Systems, Strategies and Practices.*( 8<sup>th</sup> ed.) New Delhi: Prentice Hall
- 2.Reid, M.A. and Barrington, H (2007). *Training Interventions.* (5<sup>th</sup> ed.) Mumbai : Jaico Publishing House
3. O' Connor; Bronner and Delaney (2009). *Training for Organizations.* (2<sup>nd</sup> ed.) Singapore: Thomson Learning
4. Laird, D (2003). *Approaches to Training and Development.* (5<sup>th</sup> ed). New Delhi: Rawat Publications.
5. Joseph Prokopenko (2002): *Management Development .* (2<sup>nd</sup> ed) ILO Publications
6. Lyton, R and Pareek, U (2001): *Training for development.*( 2<sup>nd</sup> ed ) Vistar Publications.
7. Rao, P.L.(2000), *HRD through In-House Training.* Indian Society for Training and Development.

**Suggested Continuous Evaluation Methods:** In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, and Group Discussions. This will instil in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.

## **INTERNATIONAL BUSINESS MANAGEMENT**

### **MMS -531 FOREIGN EXCHANGE MANAGEMENT (2 CREDITS)**

The key objective of this course is to give an understanding that international business management and foreign exchange has an important role towards the economy and industry.

#### Course Objectives

1. Developing an understanding of the key concepts applied in Global Logistics and Supply Chain Management.
2. To highlight the importance of globalization and how it is impacting the countries across the globe.
3. To highlight the importance of all activities of the supply chain and an understanding of concepts like inbound and outbound logistics, offshore and inshore logistics.
4. To highlight the various complexities involved in the international business.
5. To highlight the various types of risks in the global trading and how these risks could be minimized.

#### Course Outcomes

On completion of this course, the students will be able to

- CO1. Analyse issues in International sourcing and trade and take a strategic view of the global business environment impacting International supply chains.
- CO2. Apply analytical techniques to arrive at cost effective solutions to meet SC requirements of efficiency and responsiveness.
- CO3. Decide optimal financing options for International trade
- CO4. Manage International Logistics & Supply chain partners and service providers

CO5. Deploy knowledge of regional and international trading blocs in solving problems of International logistics

#### **UNIT-1**

Foreign exchange market: Markets and Market Participants Foreign Exchange Transaction mechanism (Option – forward contract – arbitrage – hedging and swaps) – Pricing pattern – illustrative problems

#### **UNIT-2**

Exchange Rate principles: Trade – PPP – IRP – IFE – Portfolio – Balance – Demand and Supply Growth – BOP Monetary Approach. Role of Swap, Currency, futures and options in International Market.

#### **UNIT-3**

Financing of International Trade: Trade Financing techniques and instruments for both capital and money market including pre & Post Shipment Finance Foreign investment Management: FDI - National FDI policy - Liberalization. Economic determination - impact of globalization. Foreign portfolio investments with special reference to developing countries.

#### **UNIT-4**

Management of foreign Exchange with special reference to India : Meaning of the Term “Foreign Exchange”, Exchange Market, Statutory basis of Foreign Exchange, Evolution of Exchange Control, Outline of Exchange Rate & Types, Import Export Overview. India’s Forex Scenario: B.O.P. crisis of 1990, L.E.R.M.S., convertibility. Introduction to International Monetary Development; Gold Standard, Bretton Woods system, Fixed - Flexible Exchange Rate Systems, Euro Market.

#### **UNIT-5**

Nonresident accounts: Repatriable and Non-Repatriable, Significance for the Economy & Bank. Methods of IN Trade Settlement : Open Account Clean Advance, Documentary Credit, Documentary Collection, Financing of Imports & Exports. External Commercial Borrowings: Buyer Credit, suppliers credit, Forfeiting / Factoring & Country Risk Monitoring Model.

#### **SUGGESTED READINGS:**

1. Apte P.G (2014). *International Financial Management*, 7<sup>th</sup> Ed, Tata -McGraw Hill, New Delhi,
2. Madura J (2012). *International Financial Management*. 11<sup>th</sup> Ed, South Western Publishing Company, Cincinnati.
3. Seth A.K (2013). *International Financial management* , 2<sup>nd</sup> Ed, Galgotia Publishing, New Delhi.
4. Shapiro, Allen C. (2010). *Multinational Financial Management*, 9<sup>th</sup> Ed, John Wiley & Sons, New York
5. Sharpe J (2012). *Foreign Exchange: The Complete Deal: A Comprehensive Guide to the Theory and Practice of the Forex Market*, 1<sup>st</sup> Ed, Harriman House, Hampshire.
6. Garg R (2011). *Foreign Exchange Management*, 1<sup>st</sup> Ed, Vrinda Publication, New Delhi.

**Suggested Continuous Evaluation Methods:** In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, and Group Discussions. This will instil in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.

## **MMS-532- INTERNATIONAL TRADE PROCEDURE & DOCUMENTATION (2 CREDITS)**

The key objective of this course is to give an understanding that international trade procedure and documentation plays an important role in international logistics business.

Course Objectives

1. Developing an understanding of the key concepts applied in Global Logistics and Supply Chain Management.
2. To highlight the importance of globalization and how it is impacting the countries across the globe.
3. To highlight the importance of all activities of the supply chain and an understanding of concepts like inbound and outbound logistics, offshore and inshore logistics.
4. To highlight the various complexities involved in the international business.
5. To highlight the various types of risks in the global trading and how these risks could be minimized.

Course Outcomes

On completion of this course, the students will be able to

- CO1. Analyse issues in International sourcing and trade and take a strategic view of the global business environment impacting International supply chains.
- CO2. Apply analytical techniques to arrive at cost effective solutions to meet SC requirements of efficiency and responsiveness.
- CO3. Decide optimal financing options for International trade
- CO4. Manage International Logistics & Supply chain partners and service providers
- CO5. Deploy knowledge of regional and international trading blocs in solving problems of International logistics

### **UNIT-1**

Export Documentation, Information, Export Contract, Foreign exchange Regulations, Quality Control and Pre-Shipment Inspection.

### **UNIT-2**

Export Trade Control, Cargo Insurance, Commercial Practice, Central Excise Clearance, Customs Clearance of Export Cargo, Export by Post Parcel and By Air.

### **UNIT-3**

Roll of Clearing and Forwarding Agents, Shipment of Export Cargo, Export Credit, Export Credit Guarantee and Policies, Exchange Rates and Forwarding Exchange Cover, Finance of Export on Deferred Payment Term, Duty Draw back.

#### **UNIT-4**

Import Licensing Policy, Actual User Licensing, Replenishment Licensing, Cash Assistance, Advance and Impart Licensing, Import/Export Pass Book, Capital Goods Licensing.

#### **UNIT-5**

Trading Houses, Central Sales Tax Exemption on Exports, Canalization, GSP Certificate of Origin, Customs Clearance of Import Cargo, Documents prescribed by Importing Countries, Standard Export Documents.

#### **SUGGESTED READINGS:**

1. Hill, Charles, W.L. (2011). *International Business 8<sup>th</sup> edition* McGraw-Hill, New York
2. Aswathappa, K. (2012), *International Business 5<sup>th</sup> edition*, McGraw-Hill education
3. Bennet, Roger. (1999). *International Business, Financial Times 2<sup>nd</sup> edition* Pitam Publishing London
4. Daniel, John. D & Radebaugh, Lee H., (2013). *International Business; environments and operations, 14<sup>th</sup> edition* Boston: Pearson
5. Griffen, Ricky W. & Pustay, Michael W., (2015), *International Business: A managerial perspective, 8<sup>th</sup> edition*, Boston Pearson

**Suggested Continuous Evaluation Methods:** In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, and Group Discussions. This will instil in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.

## **MMS-533- INTERNATIONAL MARKETING LOGISTICS (2 CREDITS)**

### Course Objectives

1. Developing an understanding of the key concepts applied in Global Logistics and Supply Chain Management.
2. To highlight the importance of globalization and how it is impacting the countries across the globe.
3. To highlight the importance of all activities of the supply chain and an understanding of concepts like inbound and outbound logistics, offshore and inshore logistics.
4. To highlight the various complexities involved in the international business.
5. To highlight the various types of risks in the global trading and how these risks could be minimized.

### Course Outcomes

On completion of this course, the students will be able to

- CO1. Analyse issues in International sourcing and trade and take a strategic view of the global business environment impacting International supply chains.
- CO2. Apply analytical techniques to arrive at cost effective solutions to meet SC requirements of efficiency and responsiveness.
- CO3. Decide optimal financing options for International trade
- CO4. Manage International Logistics & Supply chain partners and service providers
- CO5. Deploy knowledge of regional and international trading blocs in solving problems of International logistics

### **UNIT-1**

Marketing Logistics System, Concept, Objectives and Scope, System elements, Importance and relevance to Export Marketing Management, General Structure for Shipping Industry, Liner Operations and Tramp Operations, World Sea Borne Trade and World Shipping.

### **UNIT-2**

The Conference System, Freight Structure and Practice, Co-ordination, Role of Intermediaries, Forwarding and Clearing Agents, Freight Brokers Stevedores, Shipping Agents.

### **UNIT-3**

All India Shipper Council, Shippers Association and FIB and Various Standing Committees Set Up for Resolving Shippers Problems.

### **UNIT-4**

UN Convention on Code of Conduct for Liner Shipping Conferences, Chartering Principles and Practices, Containerization Concept, Operation of the System, Container Freightling, Inland Container Depot.

### **UNIT-5**

Ports and Overseas Marketing Logistics, Role of Ports, Warehousing, International Air Transport and PDN Approach to Export Distribution. Carriage of Goods- Legal Aspects, Evaluation and Use of Various Transportation System, Port System and Sub-System, Analysis of Typical Bottlenecks in The Logistic System.

### **SUGGESTED READINGS:**

1. Ballou, R.H.,( 1992). *Business Logistics Management*. Prentice Hall. Englewood Cliffs.
2. Christopher, M.,( 1992). *Logistics and Supply Chain Management: Strategies for Reducing Cost and Improving Services*, Pitman. London.
3. James, C.J. and D.F. Wood,.( 1990). *Contemporary Logistics*. Macmillan. New York.
4. Shapiro, R.( 1995). *Logistics Strategy: Cases and Concepts*. West Publishing, St. Paul.
5. Stern, L.W., et. Al.,( 1996). *Marketing Channels*. Prentice Hall of India private Ltd. New Delhi.

**Suggested Continuous Evaluation Methods:** In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, and Group Discussions. This will instil in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.

## **SEMESTER IV**

### **COMPULSORY SUBJECTS**

#### **MMS 534 : PROJECT MANAGEMENT & ENTREPRENEURSHIP DEVELOPMENT (3 CREDITS)**

**The objectives of this course are to:**

1. To make them understand the concepts of Project Management for planning to execution of projects.
2. To make them understand the feasibility analysis in Project Management and network analysis tools for cost and time estimation.
3. To enable them to comprehend the fundamentals of Contract Administration, Costing and Budgeting.
4. Make them capable to analyze, apply and appreciate contemporary project management tools and methodologies in Indian context.

**Course Outcomes On completion of this course, the students will be able to:**

1. Understand project characteristics and various stages of a project.
2. Understand the conceptual clarity about project organization and feasibility analyses – Market, Technical, Financial and Economic.
3. Analyze the learning and understand techniques for Project planning, scheduling and Execution Control.
4. Apply the risk management plan and analyse the role of stakeholders.
5. Understand the contract management, Project Procurement, Service level Agreements and productivity.
6. Understand the How Subcontract Administration and Control are practiced in the Industry.

**UNIT-1**

Project – Definition and meaning – types of projects – appraisal of projects – need for project appraisal. Project life cycle. Project Management- Nature, scope, Process, elements, significance. Project planning. project financing

**UNIT-2**

Project feasibility studies- Project identification market & demand analysis, technical analysis, Project cost estimate, financial appraisal of single/multiple projects; Project scheduling with PERT/CPM, Project Implementation – scope - division of responsibilities, environment factors affecting project implementation.

**UNIT-3**

Project Monitoring & contract management, Project Appraisal, Project evaluation Review, Risk analysis in project management, need for training programmes for project management, Time value of money- Pay back period , NPV of inflows , IRR concepts

**UNIT-4**

Entrepreneurship- Definition, classification, nature & importance, growth of entrepreneurs, entrepreneurial development, Development of women entrepreneur's problems of entrepreneurship, Theories of entrepreneurship, Rural entrepreneurship- concept, need, problems, how to develop rural entrepreneurship.

**UNIT-5**

Entrepreneurial Motivation- Concept & Theories, Role of Government & Financial Institutions in entrepreneurship development, sources of finance, entrepreneurship in economic growth. Need for entrepreneurship development programmes (EDPs), Objectives of EDPs Economic and non economic factors for stimulating entrepreneurship development.

**SUGGESTED READINGS:**

1. Patel, B. (2010). Project Management. 2<sup>nd</sup> edition, Vikas Publishing , New Delhi

2. Chandra,P.(2014). Project Management. 8<sup>th</sup> edition. McGraw-Hill education
3. Rao, P.C.K. (2009). Project Management & Control. 2<sup>nd</sup> edition, Sultan Chand & Sons, New Delhi
4. Hisrich, R.D & Perts, M.P.(2002), Entrepreneurship. 5<sup>th</sup> edition Tata McGraw-Hill
5. Khanka, S.S. (2007), Entrepreneurial Development. 4<sup>th</sup> Edition. S.Chand & Co.limited, New Delhi

**Suggested Continuous Evaluation Methods:** In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, and Group Discussions. This will instil in student a sense of decision making and practical learning. Student learning will be evaluated through Written Tests, Projects and Field Assignments, Quizzes.

## **MMS -535-PROJECT DISSERTATION (12 CREDITS)**

### **RULES AND GUIDELINES**

(1) The dissertation topic and proposal will be developed during the December 2011. The idea for a Dissertation topic can be your own; however, faculty members can suggest dissertation topics. The chosen topic should be related to your degree programme. However, it need not be a topic that is explicitly taught within the programme. Each student's dissertation proposal will be considered by faculty members. They may reject the proposal on one or more of the following grounds:

- a) No existing faculty members is able to provide adequate supervision
- b) It and other dissertations would involve excessive demands on particular members of staff;
- c) The topic is inappropriate (does not significantly involve issues pertaining to the degree programme);
- d) It would wholly or largely duplicate work previously undertaken;
- e) The topic is too unfocused and ill-specified (too broad, too general or too vague).



(2) A supervisor will be assigned to each student, once the dissertation topic has been approved. Students must have a detailed discussion with their supervisors, covering the following matters:

a) The scope of the proposed programme of work, the standard to be achieved, and the time scale and milestones for completion of the dissertation.

b) Guidance about sources of information, including, if appropriate, other members of staff.

c) A programme of, or arrangements for meetings and contacts between student and supervisor during the course of the dissertation. You should remember that supervisors have other things to do during the semester and cannot be guaranteed to be contactable throughout this period. It is your responsibility to ensure that arrangements are made for appropriate contacts as necessary.

You are expected to maintain regular contact with your supervisor, to seek advice on the planning of your dissertation, the use of appropriate techniques, and to present written work as required. Your supervisor will criticise and make constructive comments on the content, presentation and organisation of your dissertation. *The final submitted version of dissertation is solely the responsibility of the student.* In other words, your dissertation is your responsibility, with guidance as appropriate from your supervisor.

### **(3) Form of Dissertation :**

**Length :** The dissertation should be a concise and closely argued essay, with clear objectives and well-structured contents, supported where appropriate by diagrams, data, mathematics and statistics. The dissertation should normally contain between 10,000 and 20,000 words, including space for tables and figures, but excluding references and appendices in which additional material may be presented.

**Layout :** Loose-leaf numbered sheets of A4 paper, typed on one side only, with double-spacing should be used. The dissertation must be typed and bound with stiff cards as both covers. The dissertation must include, at the beginning, a table of contents, and, at the end, a list of references cited in the text. The dissertation should be prefaced by a summary or abstract of not more than 200 words indicating the scope and conclusions of the study.

### **Grammar and Style**

Although your dissertation will be marked primarily on its argument and content, grammar and style are also important factors. Poor grammar may divert attention from the points you are trying to make. You should always try to avoid irritating your readers.

## **References**

Only list references actually referred to in the text of the dissertation, not a comprehensive subject bibliography. References should be arranged as follows:-

### **Papers**

McLeay, F. and Zwart, T. (1993) "Agricultural Marketing and Farm Marketing Strategies". *Australasian Agribusiness Review*, vol. 1, no. 1, pp 80-99.

### **Chapters in Books**

Ness, M (1997) "Food Marketing Research" in Ritson, C. Albisu, L. and Padberg, D. (eds) *Agricultural Marketing*, C.A.B. International, Wallingford

### **Books**

Ritson, C. and Harvey, D. (1991) *The Common Agricultural Policy and the World Economy*, (eds). C.A.B. International, Wallingford.

References should be cited according to the Harvard System, i.e. author's names, and date of publication to be given in the body of the text and references collected alphabetically at the end of the dissertation.

### **Footnotes**

Footnotes must be avoided where possible, but as a last resort should be given at the bottom of the page. They are used primarily to explain or pursue arguments further, or to give examples, references, etc.; they generally contain material that would divert attention from the main thrust of the argument if presented in the text itself.

## **(4) Submission of Dissertation**

Two copies of the dissertation should be prepared, both of which must be submitted in book form with binding, and although not necessarily hard backed, a stiff cover will be necessary. The cover should carry a typewritten label headed "MBA " followed by the title of the study

and the author's name. Under the title on the front piece should be the words "Dissertation submitted in partial fulfilment of the requirements for the MBA .

### **(5) Assessment**

Your dissertation will be assessed at first pre final and second pre final and finally assessed by Internal and External examiners (50 % each) within the Department. One copy of your dissertation may be returned to you.

### **(6) English**

If dissertations contain spelling mistakes or grammatical errors they may have to be corrected and resubmitted. This may mean that these students will be unable to graduate at the December congregation when other students graduate. It is the responsibilities of students to get their dissertations proof read and check that the English is correct before submission.

### **(7) What is expected from dissertations?**

- **Add to knowledge** by creating new ways of looking at what is around us;
- **test existing knowledge** as it might apply to new situations;
- **familiarize a student** with the literature in a given area of discourse;
- **provide a critical structuring** of what is known with a view to addressing a problem;
- **help develop** analytical skills;
- **be an integrating piece of work**, demonstrating that the student has addressed a management problem competently.

## **FINANCE ELECTIVE**

### **MMS - 536-INTERNATIONAL FINANCIAL MANAGEMENT(2 CREDITS)**

This course is concerned with the financial management of the firms that operate in the increasingly globalized business environment. Emphasizing broad concepts and real-world practices rather than extensive quantitative material, the course offers a concise introduction to international finance and provides a clear, conceptual framework for analyzing key financial decisions in multinational firms. The approach of the course is to treat international financial management as a natural and logical extension of the principles learned in the introductory financial management course.

**UNIT-1** Introduction- objective, functions of international financial management, decision variables- currency exchange rates, balance of payments, international restructuring and political risk, international monetary system, the foreign exchange market.

**UNIT-2** Long term international investment decisions- motives strategies and behavioral consideration for long term investment decision. Justification of direct foreign investment, foreign portfolio investment.

**UNIT-3** Issues in foreign investment analysis, choice of framework for analysis, evaluation of international investment proposals- discounted cash flow analysis, the adjusted present value approach, political risk analysis. External investment decision- measuring total return from foreign investment, benefits of foreign equity, bond investment, optimal international asset allocation.

**UNIT-4** Short term investment decisions- domestic vs international working capital management, international cash management, cash positioning, cash mobilization, hedging strategy, intra corporate transfer of funds, transfer pricing, management, international receivables management, international inventory management.

**UNIT-5** International risks and the cost of capital –nature of exposure and risk, exchange rates, interest rates, inflation rates and exposure, financial risk and the cost of capital. Political risk and the cost of capital, Financial swaps. International financing decisions, euro money and euro bond markets. Growth of the euro dollar market, instruments in international markets, international equity markets, new financial instruments.

### **SUGGESTED READINGS:**

1. Apte P.G (2014). *International Financial Management, 7<sup>th</sup> Ed*, Tata -McGraw Hill, New Delhi,
2. Madura J (2012). *International Financial Management. 11<sup>th</sup> Ed*, South Western Publishing Company, Cincinnati.
3. Seth A.K (2013). *International Financial management , 2<sup>nd</sup> Ed*, Galgotia Publishing, New Delhi.
4. Shapiro, Allen C. (2010). *Multinational Financial Management, 9<sup>th</sup> Ed*, John Wiley & Sons, New York
5. Sharpe J (2012). *Foreign Exchange: The Complete Deal: A Comprehensive Guide to the Theory and Practice of the Forex Market, 1<sup>st</sup> Ed*, Harriman House, Hampshire.
6. Garg R (2011). *Foreign Exchange Management, 1<sup>st</sup> Ed*, Vrinda Publication, New Delhi.

### **MMS - 537 –FINANCIAL MARKETS AND SERVICES- (2 CREDITS)**

#### **Course Learning Outcomes:**

On successful completion of the course students will be able to:

- Understand the role and importance of the Indian financial market.
- Apply and analyse the Concepts relevant to Indian financial markets and financial institutions.
- Understand and analyse the mechanics and regulation of financial instruments and determine how the value of stocks, bonds, and securities are calculated.
- Evaluate empirical evidence of the market performance and accordingly the role of regulatory authorities to develop the financial market.
- Research and analyze specific problems or issues related to financial markets and institutions.

#### **UNIT-1**

Financial System- Introduction, Features of Indian Financial System, Developments Components, Capital Market, Money Market, Types and Features of Instruments, FEMA.

#### **UNIT-2**

Banking Services- Types of Banking Institutions, Regulatory Framework and Calculation of EMI, Provision for NPA, Credit Principles, KYC, Basel Norms and Recent Developments in Banking System.

### **UNIT-3**

Non-Banking Financial Companies- Role of NBFCs in Economic Development, Objectives, Functioning, Regulations and Recent Developments.

### **UNIT-4**

Life Insurance and General Insurance: Features, Policies, Role and Development of Insurance Sector, Insurance Sector in India, Mutual Funds.

### **UNIT-5**

Financial Markets- Concepts, Nature, Features, Functions, Structure Types, Role of Financial Markets in Economic Development, New Issue Markets, Underwriting, Arrangements and Recent Developments, SEBI Guidelines, Secondary Markets- Nature Features, Functions, Role of Stock Markets, Stock Exchanges, Recent Developments and SEBI Guidelines.

### **SUGGESTED READINGS:**

- 1) Fabozzi, F.J., & Modigliani, F., (2010). *Foundations of Financial Markets and Institutions. 4th Edition.* Prentice Hall.
- 2) Khan, M. Y., (2004). *Financial Services. 3rd Edition.* Tata Mc Graw Hill.
- 3) Machiraju, H. R., (2010). *Indian Financial System. 4th Edition.* Vikas.
- 4) Bhole, L. M., (2009). *Financial Institutions and Markets. 5th Edition.* Tata McGraw-Hill.
- 5) Bhalla, V. K. , (2008). *Management of Financial Services. 4th Edition.* Anmol Publications.

## **MMS- 538- FINANCIAL DERIVATIVES (2 CREDITS)**

### **UNIT-1**

Derivative-Introduction to derivatives, meaning, Classification, type, and uses. The need for derivative market, characteristics of forward transaction, characteristics of derivative market instrument, right and obligations of buyers and sellers. Hedging and risk sharing, Effects of derivatives markets on the financial system.

### **UNIT-2**

Futures and Forwards-Futures market, future prices, future contracts and characteristic of future contract, forward prices, characteristic of forward contract, interest rate of standardization.

### **UNIT-3**

Options and Swaps -Evolution of swaps, its economic Rationale, types of swaps, the basic structure of swaps. Basic uses of swaps, interest rate swaps, option markets, characteristic of option, factors affecting option prices, option trading strategies.

### **UNIT-4**

Derivative pricing methodologies-Objective of risk management, spectrum of risk management strategies, risk in credit derivatives, credit market, credit derivative, characteristic and its types, uses of pricing derivatives disasters. The black-scholes analysis: options on stock indexes; currencies and future contracts: general approach to pricing derivative, market risk management.

### **UNIT-5**

Derivative in India-Prospects and policies. Commodity trading in India. Reasons for slow growth of derivative in India, uses and its misuses of derivatives.

### **SUGGESTED READINGS:**

1. Gupta S. L.(2005). *Financial Derivatives: Theory, Concepts And Problems, 1<sup>st</sup> Ed*, Phi Learning, Delhi.
2. Parasuraman N. R.(2011). *Fundamentals Of Financial Derivatives, 2<sup>nd</sup> Ed*, Wiley India, New Delhi.
3. Baz, Jamil,Chacko, George (2009). *Financial Derivatives, 1<sup>st</sup> Ed*, Cambridge University Press, Delhi.
4. Ruttiens Alain (2013). *Mathematics of the Financial Markets Financial Instruments and Derivative: "Modelling , Valuation and Risk Issues"* ,Wiley publication, New York.

## **MARKETING ELECTIVE**

### **MMS: 539 RURAL AND SOCIAL MARKETING (2 CREDITS)**

#### **UNIT-1**

Concept & scope of rural market, Rural development as a core area, Efforts put for Rural development in Five years plans. Rural markets' Characteristics, Rural markets. Environmental factors.

#### **UNIT-2**

Rural Consumer Behaviour, Rural Consumer Vs Urban Consumers – a comparison, Relevance of Marketing mix for Rural market/Consumers. Problems in rural market.

### **UNIT-3**

Segmentation, Targeting & Positioning for rural market, Market forces, components of different Product Strategies, Pricing Strategies, Promotional Strategies & Distribution Strategies for Rural consumers.

### **UNIT-4**

Theoretical and conceptual models for social marketing, Diffusion of innovations, Social cognitive theory, Health belief model, Stages of change, Social determinants and Social capital.

### **UNIT-5**

Making the offer attractive and affordable: The role of price in social marketing, Building distribution channels and creating opportunities: The challenge of place in social marketing, Successfully managing a social marketing program Partnerships Working with advertising and public relations agencies.

#### **SUGGESTED READINGS:**

1. Bloom PN, Gundlach GT, eds (2001). *Handbook of marketing and society*. Newbury Park, CA: Sage Publications.
2. Kotler, P., Roberto, N & Lee, N.(2002). *Social marketing: Improving the quality of life*. Sage Publication
3. Andreasen, A. (2006). *Social marketing in the 21<sup>st</sup> century*. Sage Publication.
4. Neumeier, M. (2003). *The brand gap: How to bridge the distance between business strategy and design*. New ride press.

### **MMS- 540-SERVICES MARKETING (2 CREDITS)**

#### **UNIT-1**

Service Markets- Recent Trends & development; Meaning & nature of Services; classification of services & marketing implications; serving marketing management a strategic perceptive

#### **UNIT-2**

Analyzing service Marketing environment; understanding service customers- buying influence and consumer service behavior; service Quality- Challenges, measures & dimensions, the GAP model, SERVQUAL



### **UNIT-3**

Service Market Segmentation and positioning, developing service marketing mix strategy, International Marketing of services-entry modes & other strategy decisions.

### **UNIT-4**

Consumer behavior in services – customer's expectation management, customer experience management, Issues with customer satisfaction, service recovery- Impact, Nature & Process service Promotion Challenges Strategies, service pricing- cost of service delivery, Revenue management techniques, customer Profitability measurement.

### **UNIT-5**

Relationship marketing & loyalty Programmes- CRM issues in services concept of loyalty, valuation of retained customers, challenges of service distribution, physical channels, performance measurement and wrap up

### **Suggested Readings:**

1. Lovelock, C. Writz, J. (2007) *Service Marketing- People, Technology, Strategy 6<sup>th</sup> Edition* Prentice Hall International, New Delhi
2. Payne, Adran, (1997). *The essence of service marketing*, Prentice Hall of India Limited, New Delhi
3. Shankar, Ravi,(1997). *Service Marketing: The Indian experience*, South Asia Publications, New Delhi
4. Zeithmal, V.A. & Bitner, M.J., (1996), *Service Marketing*, McGraw Hill Co. Limited
5. Grenroos, C.(2007), *Service Management & Marketing. 3<sup>rd</sup> Edition*. Managing in Service Competition, John Wiley & Sons

## **MMS - 541-ADVERTISING AND MARKETING COMMUNICATIONS** **-(2 CREDITS)**

### **UNIT-1**

Communication Process- Nature of Communication Process and its Different Elements , Obstacle in Communication Process, Role of Communication Process in perception, Learning and Attitude Change.

### **UNIT-2**

Communication process in Marketing- Importance and Application of Communication process relevant to them, Communication process in corporate image building, Advertising and Consumer psychology.

### **UNIT-3**

Planning for market communication- strategic analysis for market communication, communication objectives, market segmentation, target group and target person, brand positioning.

#### **UNIT-4**

Advertisement and their types, Importance of advertising in modern marketing, different types of advertising, advertising decision. Message and Copy, Message strategy, Message design, Elements of Advertising copy, Developing effective Advertising copy, Creative and Visualization in Advertising, Method of creative Development.

#### **UNIT-5**

Media Planning- Comparative study of different advertising media, media choice, media scheduling and budgeting for advertising, Evaluation of advertising effectiveness, Pre Testing and cost testing Techniques. Regulation of Advertising- Advertising Department and its Organization, Advertising Agencies and Their Organizations and Functions.

#### **SUGGESTED READINGS:**

1. Aaker. David A. and Alexander L. Biel (1993). *Brand Equity and Advertising: Advertising's Role in Building Strong Brands*, Psychology Press.
2. Mooij, Marieke de, *Global Marketing and Advertising: Understanding Cultural Paradoxes*, 4<sup>th</sup> edition, Sage Publications
3. Aaker, David A., Rajeev Batra and John G. Mayers, *Advertising Management*, Prentice Hall of India.
4. Belch. George and Michael Belch, *Advertising and Promotion: An Integrated Marketing Communications Perspective*, McGraw Hill Education.
5. Bergh, Bruce, Vanden, G. and Katz, Helen, *Advertising Principles: Choice Challenge, and Change*, NTC Business Books, Illinois.
6. Dunn, S. W. and Barbar, A. M., *Advertising: Its Role in Modern Marketing*, Dryden Press.

## **HUMAN RESOURCE MANAGEMENT ELECTIVE**

### **MMS -542- ORGANISATIONAL CHANGE AND DEVELOPMENT (OCD) [2 CREDITS]**

#### **UNIT-1**

Introduction to Organizational Change: Systematic Organizational change, Areas and parties involved, Lewin's Models of Change, Planned and Unplanned Change, Planned Change Processes.

#### **UNIT-2**

Introduction to Organization Development: History of Organization Development, Models and theories of planned change- Kurt Lewin Model, Burke-Litwin Model, Participation &

empowerment, Action research. OD Practitioners-Role and Competencies. Values, assumptions and beliefs in OD.

### **UNIT-3**

Managing the OD process: Diagnosis, The six-Box Model, symptoms & sources of organizational problem and their diagnosis, diagnostic models, collecting and analyzing diagnostic information.

### **UNIT-4**

OD Interventions: Human Process Intervention-Techniques used in Team Building- Role Analysis Technique, Interdependency Exercise, visioning. Third-party Intervention, Comprehensive Intervention, Techno-structural Intervention.

### **UNIT-5**

Special Applications of OD— Issues in Consultant – Client Relationship, Ethical standards in OD, Future of OD.

### **Suggested Readings:**

1. Brown, D. R. (2010), *An Experiential Approach to Organizational Development*, (8 th Edition).
2. Wendell L French, Cecil H Bell, Jr., (1998) ,*Organization Development: Behavioral Science Interventions for Organization Improvement*, (6<sup>th</sup> ed), New Delhi, Prentice-Hall of India,
3. Thomas G Cummins/Christopher G. Worley, (2009). *Organizational Development & Change*, (10<sup>th</sup> ed.); Southwestern College Publishing
4. W. Warner Burke, *Organizational Development: A process of Learning and Changing*; (2<sup>nd</sup> ed.)
5. Anderson & Barker (1996), *Effective Enterprise and Change Management*,(2<sup>nd</sup> ed.) Oxford: Blackwell Publishers.

## **MMS - 543- PERFORMANCE MANAGEMENT - (2 CREDITS)**

### **UNIT-1**

PM-Concept, values, factors affecting performance, objectives, principles and characteristics of PM , PM cycle, performance measures, psychological contract, comparison of MBO, Performance appraisal and PM

### **UNIT-2**

Performance and development planning, Managing under performance –approach, mechanism, capability procedure, Feedback-nature, use, effective feedback-guidelines

### **UNIT-3**

360 degree feedback-effectiveness, pros cons, coaching-process, approach, techniques, skills, self awareness

### **UNIT-4**

PMS in select organizations, rating less appraisals, PMS –from systems to spiritual approach, Astra Zeneca, BHEL, NTPC, BHEL, DHL –PMS

### **UNIT-5**

Impact of PMS on firm performance , Competency mapping, An introduction to talent management, developing a high performance culture.

### **SUGGESTED READINGS:**

1. Aguinis, Herman, *Performance Management*, Pearson Education, Inc.
2. Kandula, Srinivas R., *Performance Management*, PHI, New Delhi.
3. Rao, T.V., *Performance Management and Appraisal Systems*, Response Bank, New Delhi.
4. Cardy, Robert L., *Performance Management: Concepts, Skills and Exercise*, PHI, New Delhi.
5. Sahu, R.K., *Performance Management System*, Excel Books, New Delhi.

## **MMS - 544-INDUSTRIAL & LABOUR LEGISLATION -(2 CREDITS)**

### **UNIT-1**

The Factories Act, 1948: Approval, Licensing and Registration- Inspecting Staff – Health – Welfare Working Hours – Annual Leave with wages – Periodical Returns- Registers and Records.

### **UNIT-2**

The Minimum Wages Act, 1948: Fixing of Minimum Rates of Wages –Minimum Rates of Wages –Procedure for Fixing and Revising Minimum Wages – Advisory Boards and Committees – Wages in Kind –Wages for worker who works for less than normal working

day – Wages for two or more classes of work – Minimum time rate wages for piece rate work – Maintenance of Registers and Records.

### **UNIT-3**

The Payment of Wages Act, 1936: Fixation of Wage Periods – Time of Payment of Wages – Deductions which may be made from wages – Maintenance of Registers and Records.

### **UNIT-4**

The Payment of Bonus Act, 1965: Computation of Gross Profit and Available Surplus – Eligibility and Disqualification for Bonus – Payment of Minimum and Maximum Bonus – Calculation of Bonus with respect to certain employees – Proportionate deduction in bonus in certain cases – Computation of number of working days – Set on and Set off of allocable surplus – Special provisions with respect to certain establishments – Deduction of certain amounts from bonus payable – Time limit for payment of bonus – Presumption about accuracy of balance sheet and profit and loss account – Maintenance of Registers and Records.

**UNIT-5** Workmen's Compensation Act, The Payment of Gratuity Act, 1972, Payment of Provident Fund Act.

### **SUGGESTED READINGS:**

1. Padhi, P. K. (2012). *Labour and Industrial Laws. 2<sup>nd</sup> Edition*. PHI.
2. Monappa. *Industrial Relations and Labour Laws. 2<sup>nd</sup> Edition*. Tata McGraw Hill.
3. Seth, T. & Thakkar, J., (2014). *Industrial Labour & General Laws*. Taxmann.
4. Sinha, P. R. N., (2012). *Industrial relations Trade Unions & Legislation. 2<sup>nd</sup> Edition*. Pearson.

## **INTERNATIONAL BUSINESS MANAGEMENT ELECTIVE**

### **MMS-545- INTERNATIONAL FINANCIAL SYSTEMS- (2 CREDITS)**

#### **UNIT-1**

Nature and Scope of International financial Management, Finance function in International Business, environment for decision making Developments in International financial System, Monetary system Management of foreign Exchange risk.

#### **UNIT-2**

Multinational Corporations- Its Rationale, Goal and Constraint, Project Financing, including International borrowing, international fund remittances,

### **UNIT-3**

Multinational capital budgeting- Foreign Investment Decision, International Diversification, Political risk management, cost of capital and capital structure, working capital management and foreign trade, tax planning.

### **UNIT-4**

International dimension of accounting and financial reporting practices, International accounting standards and practices and its position in India, Translation of foreign currency into account, accounting for the international / multinational corporation.

### **UNIT-5**

International financing decision, EURO money and EURO bond market.

### **SUGGESTED READINGS:**

1. Apte P.G.( 2011) *International Financial Management 6<sup>th</sup> edition*. Tata -McGraw Hill, New Delhi,.
2. Eiteman, David K., Arthur Stonehill and Micheal H. Moffett,( 2012). *Multinational Business Finance 13<sup>th</sup> edition*, Addison-Wesley Publishing Company, Readings Mass.,
3. Levi, Maurice.(2009). *International Finance 5<sup>th</sup> edition*, McGraw Hill Inc., New York.
4. Madura, Jeff,(2000) *International Financial Management 2<sup>nd</sup> edition*, South Western Publishing Company, Cincinnati..
5. Rathore, Shirin,(2010) *International Accounting 2<sup>nd</sup> edition*, Prentice Hall of India Pvt. Ltd., New Delhi.

## **MMS- 546- IMPORT AND EXPORT MANAGEMENT (2 CREDITS)**

### **UNIT-1**

Import Management in a developing economy, Objectives of Import Policy, Types of Import Licenses, Foreign Exchange Budgeting, Global Procurement, Conceptual Framework, Methods of Import Procurement, and Import Procurement planning at corporate level, identifying sources of supply, supplier identification, selection and evaluation.

## **UNIT-2**

Import Financing Purchase price analysis-, canalization of import, and import under counter trade, market research for import procurement monitoring and follow-up of contracts.

## **UNIT-3**

Buying of technology, import procedure in India, custom clearance of imported cargo, custom valuation of imported cargo, import documentation, material management for projects, procurement under World Bank Project.

## **UNIT-4**

Export Management- Concept and Scope, Form of Organization, Export Marketing Environment, Export Planning, Organising for Export, Organization chart, Building a team, Executive Action, and Management Control.

## **UNIT-5**

Barriers and Bottleneck in export with specific reference to India.

### **SUGGESTED READINGS:**

1. P.Justin, A.Rajiv.(2013). *Export Import Management 2<sup>nd</sup> Edition*.Oxford Heigher Education.
2. Rai, K.Usha.(2010). *Export Import &Logistics Management 2<sup>nd</sup> edition*. PHI Learning.
3. Bennet, Roger. (1999). *International Business, Financial Times 2<sup>nd</sup> edition* Pitam Publishing.
4. Kochhar S. (2012), *Export Import Procedures And Documentation*, 1<sup>st</sup> edition, Gullybaba Publishing House (P) Ltd
5. Stern, L.W., et. Al.,( 2006). *Marketing Channels 7<sup>th</sup> edition*. Prentice Hall of India private Ltd. New Delhi

### **MMS - 547- CROSS-CULTURAL CONSUMER BUYING BEHAVIOUR (2 CREDITS)**

#### **UNIT-1**

Consumer Behavior: Theory and its Application to Marketing Strategy; Consumer Buying Process: Extensive, Limited and Routine Problem Solving Behaviors.

#### **UNIT-2**

Internal Determinants of Buying Behavior: Individual differences among customers and markets segmentation; Needs, motivation and involvement; information processing and consumer perception; Learning; Attitudes and attitude change; Personality and psychographics (values and life style analysis).

### **UNIT-3**

External Determinants of Buying Behavior: Family and household influence; Reference groups and social class; Culture and subcultures.

### **UNIT-4**

Models of Consumer Behavior & Cross-Cultural: Organizational Buying Behavior: Process, Influence and model. Consumer and Industrial Buying Behavior; Economic demographic and socio-cultural trends and consumer behavior; Globalization of consumer markets and international marketing implications.

### **UNIT-5**

Innovation Diffusion and Consumer Adoption Process: Diffusion of Innovation Across Nations/Cultures; Consumer Satisfaction and Other Feedbacks; Cross-Cultural Consumer Research – Complexities and issues.

### **SUGGESTED READINGS:**

1. Assael, H.,(1998) *Consumer Behaviour and Marketing Action, 6th ed.*, South Western Publishing Company, Ohio.
2. Block and Roering,(1990) *Essentials of Consumer Behaviour*, Dryden Press, Chicago. Dryden Press. Chicago.
3. Engel, James F., Roser D. Blackwell, and Paul W. Miniard (1990), *Consumer Behaviour* Dryden Press, Chicago.
4. Hawkins, Dal I., Roger J. Best and Kenneth A. Coney (1995), *Consumer Behaviour Implication for Marketing Strategy*, Richard D. Irwin, Chicago.
- 5.Hoyer, Wayne D. and Debovar J. Macinnis (1997), *Consumer Behaviour*, Hongnton Mifflin Company, Boston, New York, 1997.
6. Peter. J. Paul and Jerry C. Oison,(1993) *Consumer Behaviour and Marketing Strategy*, Richard D. Irwin, Illinois.