

Annexure –

G U J A R A T U N I V E R S I T Y
M B A C O U R S E

(B. K. School of Business Management & PG – SFI Institutes)
MBA Full-Time & MBA Evening for B. K. School
(2004-05 onwards)

A. C. Item No. 9 dated : 24.08.2005

Gujarat University

B. K. School of Business Management & MBA PG - SFI Centres (Full-Time)

Course Curriculum for MBA - I (from Batch 2004 onwards)

Sr. No.	Semester-I
1	Economics for Managers (EFM)
2	Financial Accounting (FA)
3	Information System for Manamement (ISM)
4	Managerial Communication (MC)
5	Organizational Behaviour (OB)
6	Organisational Structure & Dynamics (OSD)
7	Quantative Analysis (QA)

Total 7 Courses each 50 hrs.

Sr. No.	Semester-II
1	Marketing Management (MM)
2	Cost Accounting (CA)
3	Management Science & Methodologies (MS & M)
4	Fundamental of Financial Management (FFM)
5	Human Resource Management (HRM)
6	Production and Operation Management (POM)
7	Economic Environment for Business (EEB)

Total 7 Courses each 50 hrs.

Course Curriculum for MBA - II (from Batch 2004-05 onwards)

Comp/Elect.	Sr. No.	Semester-III
Compulsory Subjects	1	Strategic Management (SM)
	2	Management Control Systems (MCS)
	3	Business & Environment Laws (BEL)
Mkg. Ele.	1	Advertising and Sales Promotion Management (ASPM)
	2	Consumer Behaviour (CB)
	3	Marketing Research (MR)
	4	Sales and Distribution Management (SDM)
Finance	1	International Finance (IF)
	2	Management of Financial Services (MFS)
	3	Corporate Tax Planning (CTP)
	4	Risk Management (RM)
HRM	1	Strategic Human Resources Management (SHRM)
	2	Organisational Development (OD)
	3	Contemporary Issues in HR (CIHR)
	4	Management of Industrial Relations (MIR)

Total 7 Courses each 50 hrs.

Sr. No.	Semester-IV
1	Corporate Strategy (CS)
2	Entrepreneurship Development (ED)
3	Technology and Business (T & B)
4	Project Study (PS)
1	Services Marketing (SM)
2	International Marketing (IM)
3	Strategic Brand Management (SBM)
1	Security Analysis and Portfolio Management (SA & PM)
2	Strategic Financial Management (SFM)
3	Mergers and Acquisitions (M & A)
1	Human Resource Development (HRD)
2	International Human Resources Management (IHRM)
3	Compensation Management (CM)

Total 7 Courses each 50 hrs.

Gujarat University

B. K. School of Business Management (Evening)

Course Curriculum for MBA - I (from Batch 2004 onwards)

Sr. No.	Semester-I
1	Economics for Managers (EFM)
2	Financial Accounting (FA)
3	Information System for Manamement (ISM)
4	Organizational Behaviour (OB)
5	Organisational Structure & Dynamics (OSD)

Total 5 Courses each 50 hrs.

Sr. No.	Semester-II
1	Cost Accounting (CA)
2	Economic Environment for Business (EEB)
3	Managerial Communication (MC)
4	Marketing Management (MM)
5	Quantative Analysis (QA)

Total 5 Courses each 50 hrs.

Course Curriculum for MBA - II (from Batch 2004-05 onwards)

Sr. No.	Semester-III
1	Fundamental of Financial Management (FFM)
2	Human Resource Management (HRM)
3	Management Science & Methodologies (MS & M)
4	Production and Operation Management (POM)

Total 4 Courses each 50 hrs.

Sr. No.	Semester-IV
1	Entrepreneurship Development (ED)
2	Business & Environment Laws (BEL)
3	Management Control System (MCS)
4	Strategic Management (SM)
5	Technology and Business (T & B)

Total 5 Courses each 50 hrs.

Course Curriculum for MBA - III (from Batch 2004-05-06 onwards)

Comp/Elect.	Sr. No.	Semester-V	Sr. No.	Semester-VI
Comp	1	Corporate Strategy (CS)	1	Project Study (PS)
Mkg. Ele.	1	Advertising and Sales Promotion Management (ASPM)	1	International Marketing (IM)
	2	Consumer Behaviour (CB)	2	Services Marketing (SM)
	3	Marketing Research (MR)	3	Strategic Brand Management (SBM)
	4	Sales and Distribution Management (SDM)		

Finance	1	Corporate Tax Planning (CTP)	1	Mergers and Acquisitions (M & A)
	2	International Finance (IF)	2	Security Analysis and Portfolio Management (SA & PM)
	3	Management of Financial Services (MFS)	3	Strategic Financial Management (SFM)
	4	Risk Management (RM)		
HRM	1	Contemporary Issues in HR (CIHR)	1	Compensation Management (CM)
	2	Management of Industrial Relations (MIR)	2	Human Resource Development (HRD)
	3	Organisational Development (OD)	3	International Human Resources Management (IHRM)
	4	Strategic Human Resources Management (SHRM)		
Total	5 Courses each 50 hrs.		Total 4 Courses each 50 hrs.	

Gujarat University

MBA Evaluation System (B. K. School (Full-time & Evening)
and PG – SFI MBA Institutes)

**MBA Programme – Evaluation System issued vide circular No.
Exam/MBA/32898/03 dated November 15, 2003 by Gujarat University**

Academic Council Meeting on 24.08.2005 Item No. 9

The following modifications in evaluation system will be applicable from 2005 Batch.

1. As regards the existing system of evaluation. It was felt that the internal passing percentage of **60%** was very high and should be reduced to **50%**
2. It was also suggested that for the shortfall of internal marks, additional assignments can be given by the faculty concerned or the Director as the idea of internal evaluation is to make the students learn the concepts by additional reading, doing and redoing the assignments, projects etc., to bring them up to the desired level. Failure in the internal evaluation some times affects the students who have cleared the external examination and have already got placement.
3. It was suggested to have the mark sheet issued on a Semester basis from the year 2005-2006.
4. The number of attempts will be **four** not six for passing a course as stated earlier.
5. The Students who are re-appearing for passing a paper / course will be entitled for pass class only. Not second class as stated earlier even if they have second class marks. This is in line with other PG Courses.
6. If a student fails in internal examination of a course / Subject, he /she will have to appear for the external examination of that course again even though he / she has passed external examination. This is in line with other PG Courses.
7. Other norms / details remain same as that of circular No. Exam/MBA/32898/03 dated November 15, 2003 by the Gujarat University & the clarification to the above circular issued on February 8, 2005.

**GUJARAT UNIVERSITY
AHMEDABAD**

MBA PROGRAMME – EVALUATION SYSTEM

Clarification regarding “MBA Programme – Evaluation System” issued vide circular
No. Exam/MBA/32898/03 dated November 15, 2003 by the Gujarat University

In the above circular, after the last clause of “**3. Evaluation Scheme** (3) (page No. 5) Passing Standards” mentioned in the above circular, the following sub-paragraphs are added for greater clarity and the circular and rules thereunder are to be interpreted accordingly. This will be applicable from the academic year commencing from 2004-05 and onwards:

Provided further that in any academic year, for passing, a student must obtain the prescribed minimum marks in the external examinations (45%) and internal examinations (60%) in all the courses/subjects of the year. However the student is also required to maintain an aggregate of 50% marks of the courses/subjects in each semester in the external examinations also.

Conditional promotion to the subsequent year is given to a student who:

passes at least 80% of the total courses/subjects of the year

OR

passes all the courses/subjects of the year but fails to secure aggregate 50% marks in the external examinations in any or both the semesters of the year.

If a student fails in the same course/subject in both the internal and external examinations, the same will be considered as failure in one course/subject. However, failure in different courses/subjects in internal and external examinations will be considered as failure in different courses/subjects. To pass a course/subject, a student should pass in both internal as well as external examinations. In other words, in case a student will be considered to have failed in that course/subject only. However, if a student fails in one course/subject in the internal/external examination and fails in another course/subject in internal or external examinations, the student will be considered to have failed in two courses/subjects. Further, a student should pass in at least 80% of the courses/subjects of the year for being eligible to be promoted to the next academic year. Such students are required in the subsequent semester/year to reappear and pass/obtain the required percentage of marks in the courses/subjects in which they failed previously.

A student who has passed in all the courses but is not maintaining the required 50% marks in the aggregate in each semester will be eligible for promotion to the next year. However, such a student is required to reappear in not more than three courses/subjects of his/her choice so as to get the required percentage of aggregate marks of 50%.

A. U. Patel
Vice-Chancellor
February 8, 2005

GUJARAT UNIVERSITY

MBA PROGRAMME –EVALUATION SYSTEM

(Applicable for the first year commenced from 2003 and onward. Students of earlier batches will continue to have old pattern of evaluation)

1. General

- 1.1 The Rules given below will be applicable to all the post-graduate schools /PG centres of Gujarat University conducting MBA programmes.
- 1.2 After a student is admitted to the MBA programme of a PG centre/School, no change of PG centre/School will be allowed during the entire duration of the programme.
- 1.3 The promotion of students will be from 1st year to 2nd year and not on a semester to semester basis. However, the examinations will be held on a semester basis.
- 1.4 For completing the course, attendance in 75% of the number of sessions held in each course is necessary. The Director/in-charge of the school/PG centre may condone the shortage of attendance up to 20%, of the total sessions held on a case-to-case basis, if the absence is due to compelling circumstances.
- 1.5 The annual calendar will be declared by the University in the beginning of the academic year, indicating the schedule of the semester (beginning and end) and internal and external examination time slots.
- 1.6 The span period of the programme will be five years (six years for the evening part-time programme) from the date of registration for the programme. Those who do not complete the programme during the span period will have to seek fresh admission by going through the admission process and completing the courses of the programme afresh.
- 1.7 No exemption in any subject/course is allowed even if the applicant has studied similar subject in any other programmes.

2. Semester System

- 2.1 The MBA degree course will be conducted on a semester basis with four semesters spread over two academic years (6 semesters spread over three years in the case of evening program). The duration of each semester will be around 15 working weeks of around 45-50 hours of class room contact for every full credit course; and twenty-five hours for half credit course.
- 2.2 All the students will be required to fill up the exam form for appearing in the external examination every semester and also pay the requisite fee.

3. Evaluation Scheme

3.1 The evaluation scheme will be based on marks instead of grades. The evaluation scheme will have both internal evaluation (by the school/PG centre) as well as external examinations by the university. Each course of full credit will carry 150 marks and half credit course will carry 75 marks. Out of these marks, 50 marks will be for internal assessment and the remaining 100 marks will be for external written examination. The duration of the external written examination for each course will be three hours. For half credit course, 25 marks will be for internal assessment and the remaining 50 marks will be for external written examination. The duration of the external written examination will be two hours for half credit course. It is necessary to clear the internal and external evaluations separately for passing a course.

3.2 For the project study course (dissertation), there will be internal and external evaluations of 50 and 100 marks respectively. The internal evaluation will be done by the project guide from the respective school/PG centre and the external evaluation by a committee of three members constituted by the university at the respective institute. The project guide will be one of the members of the committee. The external evaluation will consist of a presentation and viva voce before the committee. The project study can be done individually or in a group of two students. The students will be required to submit one copy of the dissertation/report to the University through the respective institute and another copy for the school / PG center. The project course will commence from the third semester and the evaluation will be at the end of the fourth semester.

3 (a) Internal Evaluation

(1) Pattern of internal evaluation

The internal assessment of 50 marks will be split into components:

(i) Continuous evaluation of 20 marks for full credit course and 10 marks for half credit course, which will be based on the following factors:

- Participation in seminars, case discussions and team-work activities.
- Class tests, quizzes, presentation
- Submission of written assignments
- Project work and viva-voce
- Class room participation and attendance

The weightage to be given to each of the above factors will be decided and announced at the beginning of the semester by the individual faculty member responsible for that course.

(ii) The remaining 30 marks for full credit course and 15 marks for half credit course of internal assessment will be for written examinations conducted by the school/PG centre where the faculty responsible for

the course will be setting the paper and evaluating the answers. The school/PG centre should conduct at least one written examination.

(2) Minimum Passing Standard for internal assessment

It is essential to get the minimum passing marks for the internal assessment. The minimum/passing percentage will be 60, i.e., 30 marks out of 50 marks, for full credit course and 15 marks out of 25 marks for half credit course.

- All students must get the minimum required marks (60%) in at least 80% of the courses / papers offered during a year (irrespective of whether full or half credit), rounded off to the nearest integer (e.g., 14.2 would become 14, and 14.6 would become 15), for the year-wise promotion. That is, for the promotion from the first year to the second year the minimum required marks in at least 80% of the courses / papers offered during the first year (subject to the student getting the required marks in the external examination discussed below) will be promoted to the 2nd year and others will have to repeat the 1st year as a regular student by paying fee. The students who are promoted to the 2nd year but have not completed their internal evaluation in the 1st year may undergo additional examinations/assignments to be given by the concerned faculty to obtain the required passing marks.
- The students who fail to get the minimum required marks in the 2nd year in each course will have to undertake additional assignments given by the concerned faculty. Such persons, even if they have passed the external examinations, will be eligible for the degree only after completing the internal evaluation.
- The marks of internal evaluation will be shown separately along with the marks of external evaluation in the mark sheets. However, the marks obtained in the internal evaluation will not be counted for shortfall in the passing marks of external examination, awarding class, aggregate percentage and ranking.
- The School / PG center will inform the students about their internal marks and submit the same by the end of each semester to the University.

3(b) External Evaluation

- The external evaluation (Written Examination) in each course/paper will be conducted by the University. The examinations will be to evaluate the student's understanding of the concepts and principles introduced in the course, and their ability to present their knowledge and ideas on paper.
- A committee of three or four members set up by the University will draw/set the question paper for each course/paper. The duration of the examination will be three hours for full credit and two hours for half credit courses. **Two sets of question papers will be prepared for every course/paper, out of which one set will be chosen by the University.**

- The University will declare the dates and time-table for the external examinations in advance for each semester. The examinations will be conducted at the end of each semester for all the courses.

(1) Pattern of the written examination

There will be five questions in each paper, each question carrying 20 marks each for full credit courses and five questions carrying 10 marks each for half credit courses. The structure of the question papers will be as follows:

- (i) Question 1 will be compulsory. This question will test the basic concepts of the entire course through a series of sub-questions.
- (ii) Questions 2 and 3: Each question will have an internal option. These questions will cover theoretical aspects with or without applications.
- (iii) Question 4: This question will have an internal option where both the options will be for testing the theory as well as the application of concepts and principles, either through short sub-questions or through a case/caselet or a situation. The length of the case/caselet should not be too long.
- (iv) Question 5 will be compulsory. This question will be for testing the understanding of application either through short sub-questions or through a case/caselet or a situation. The length of the case/caselet should not be too long.

These five questions together will cover the entire syllabus of the course.

(2) Evaluation of the answer papers

The answer papers will be evaluated under the Central Assessment System, by dummy numbers. The evaluation will be done question-wise, i.e., the answer to each question will be evaluated by a different examiner, in each course, and there will be at least 5 examiners for each course.

(3) Passing Standards

The passing standards will be based on marks and there will be no grading system.

- The minimum marks for passing the external examination for each course in each semester will be 45% in each paper and 50% in aggregate for all the courses of the semester.
- All students should get the minimum required marks(45%) in at least 80% of the courses / papers offered during a year (irrespective of whether full or half credit), rounded off to the nearest integer (e.g.14.2 would become 14, and 14.6 would become 15), for the year-wise promotion. That is to be eligible for promotion to the 2nd year, the student must clear successfully at least 80% of the papers/courses (irrespective of whether full or half credit), rounded off to the nearest integer (e.g.14.2 would become 14, and 14.6 would become 15) offered during the first year of the programme.

However, he/she will have to re-appear and clear the subjects/paper/course in which he/she has failed, by re-appearance as per the rules given below in the “cases of failure” section. The students will also have to successfully complete the summer placement mentioned below.

- The class/division for the 1st year (1st and 2nd years in the case of evening programme) will be awarded to the successful candidates based on the aggregate marks obtained in the external examinations of the courses of the respective years. The marks obtained in the internal evaluation will not be counted.
- The class in the MBA programme will be awarded to successful candidates based on the combined results of the 1st and 2nd years (also 3rd year for evening programme) external examinations only. Those securing 60% or more marks will be given 1st Division and those securing 50% or more but less than 60% will be given 2nd Division. However, candidates who have had to reappear in one or more papers / courses, will be awarded 2nd Division only, irrespective of the aggregate marks.

3(c) Summer placement

Every first year student of full time MBA programme will have to undertake a summer placement of eight to ten weeks in an organisation, in consultation with the school/PG centre. At the end of the summer placement, the student will submit a report and a completion certificate of the summer placement from the organisation to the school/PG centre. The school/PG centre will evaluate the project report through a presentation and viva voce. The school/PG centre will ensure that all the students to be promoted to 2nd year have successfully completed the summer placement.

3(d) Cases of Failure

- A student who has secured the minimum passing marks in each paper/course in the external examinations, but has not secured the minimum marks required to pass in the aggregate for the semester concerned will be declared failed and may take re-examination in not more than three papers of the student’s choice to obtain the minimum aggregate passing marks in the subsequent semester exams.
- If a student fails in the external examination, the student may reappear in the concerned paper in any subsequent examination. However, the number of attempts for a paper shall not exceed six during the span period of the programme. Such a student can also opt for appearing in other papers in which he / she has secured 45% or more marks for getting the minimum aggregate marks of 50%.
- Those students who have successfully completed the internal assessment but have not passed the external examinations with the required percentage of marks in individual paper/or in the aggregate will have to reappear for the examination as ex-students, subject to the maximum permissible total number of attempts for a paper, i.e., not exceeding six during the span period.

- The students who are not meeting the minimum passing standard for internal evaluation will be governed by the rules given under internal evaluation.

4. **Award of Degree**

A student to be eligible for the award of MBA Degree has to obtain the required percentage of marks in both the internal as well as external evaluations in all the courses/papers offered during all the years of the programme separately and clear all the papers/ courses. Class/ Division will be assigned only on the basis of the performance in the external examination.. For first division all the courses/papers of the all semesters will have to be cleared in the first/same attempt. Course-wise passing will result in award of second class only. For award of Gold Medal, if any, first class marks are required.

5. **Rechecking of External Examination**

There will be no reassessment of answer papers. However, rechecking of the marks is allowed on payment of Rs.100/- per paper/course.

6. **Malpractices in the Examination**

Students using unfair means will be imposed punishment as per the University rules.

**B.K. SCHOOL OF BUSINESS MANAGEMENT
GUJARAT UNIVERSITY
AHMEDABAD**

MEETINGS REGARDING CURRICULUM REVIEW

The B.K. School of Business Management arranged meetings of the representatives of local corporates and some of the Directors of the affiliated MBA institutes of Gujarat University under the auspices of its Industry Institute Partnership Cell Project supported by AICTE for review of the curriculum for 2nd year MBA. The 1st year MBA courses have been already revised from the academic year 2004-05. Therefore, the revised 2nd year courses are to be introduced from the academic year 2005-06.

2. These meetings were held on May 4 and May 6, 2005. The names of participants are given in the Annexure. Based on these interactions, the following recommendations/suggestions emerged regarding the 2nd year MBA courses of Gujarat University:

3. In the corporate meeting, it was felt that although it would be possible to list out a set of courses in Marketing, Finance and HR and the students can choose the courses of their choice out of the same, this kind of an arrangement called for a large number of faculty pool with different specialisations, which might not be feasible in a university set up. Therefore, it was proposed to have four electives in Semester III and three electives in Semester IV.

4. There was a discussion about introduction of general and dual specialisation. It was felt that there may not be much demand for such options and looking at the current trend, it was suggested that the existing model of exclusive specialisation of Marketing, Finance and HR may be continued. It was further suggested that in case somebody wants to do an additional specialisation after passing the second year, the same can be done by allowing the student to join the same institute by paying fee afresh, in a subsequent year. However, such admissions should be restricted to the number of drop outs in the first year. In such cases a certificate can be issued to that person giving the name of the specialisation done.

SEMESTER III

(a) **COMPULSORY SUBJECTS SUGGESTED:**

- (i) Strategic Management (existing)
- (ii) Management Control Systems (existing)
- (iii) Environment Management and Business Law (Revised) – Currently a course on Environment Management is being offered as an optional course. There is a compulsory course “Legal Environment for Business”. It was felt that the regulators such as AICTE, UGC, etc., give emphasise to courses on Environment Management as businesses are increasingly being concerned with environmental issues. It was therefore suggested that this subject may be included as a compulsory

course. Further, some of the topics in the existing full-credit law courses have become irrelevant. The focus of the law courses is to give exposure to students about the broad areas of law useful in the business environment and there was no scope for introducing half credit courses. It was therefore felt necessary to combine them as one full credit course.

(b) ELECTIVES

It was proposed to have four courses in each elective.

Sr. No.	Marketing	Finance	Human Resources
1	Advertising, Sale Promotion and Management	International Finance	Strategic Human Resources Management
2	Consumer Behaviour	Management of Financial Services	Organisational Development
3	Marketing Research	Corporate Tax Planning	Contemporary Issues in HR
4	Sales and Distribution Management	Risk Management	Management of Industrial Relations

SEMESTER IV

(a) COMPULSORY SUBJECTS

- (i) Corporate strategy (more or less the same as the existing Strategic Management II)
- (ii) Entrepreneurship Development (more or less the same as the existing course on EMI)
- (iii) Technology and Business (new course) – It was felt that Businesses are getting redefined with the use of technology. Constantly and continuously new uses of technology are emerging in business such as ERP, CRM, supply chain, e-commerce, etc. Therefore, it was recommended to have such a course encompassing all the technological modules which are essential for today’s business.
- (iv) Project Study (as per the existing structure) – More detailed guidelines for undertaking the project study and evaluation guidelines to be drawn up.

(b) ELECTIVES

It was proposed to have three courses in each elective.

Sr. No.	Marketing	Finance	Human Resources
1	Services Marketing	Security Analysis	Human Resources

		and Portfolio Management	Development
2	International Marketing	Strategic Financial Management	International Human Resources Management
3	Strategic Brand Management	Mergers and Acquisitions	Compensation Management

5. EVALUATION

1. As regards the existing system of evaluation, it was felt that the internal passing percentage of 60% was very high and should be reduced to 50%.
 2. It was also suggested that for the shortfall in internal marks, additional assignments can be given by the faculty concerned or the Director as the idea of internal evaluation is to make the students learn the concepts by additional reading, doing and redoing the assignments, projects, etc., to bring them up to the desired level. Failure in the internal evaluation some times affects the students who have cleared the external examination and have already got placements.
 3. It was suggested to have the mark sheet issued on a Semester basis from the year 2005-06.
6. In order to have the detailed curriculum developed in all the above courses, a number of meetings with the concerned teachers will be required. For the purpose, one/two Faculty Coordinator/s for each group of subjects was assigned. The task of the Faculty Coordinator is to organise the meetings at B.K. School with the representatives teaching the concerned subject/s from most of the PG Centres and give their recommendations and prepare the entire document for submission to the University. The details of Coordinators are as under:
1. Prof. Mayank Joshipura and Prof. Jobanputra: Finance electives and MCS. They will also be taking inputs from Prof. Dr.R.Patel.
 2. Dr. A.C.Brahmbhatt and Dr.Hitesh Ruparel: Marketing Courses
 3. Dr. T.D. Tiwari and Dr. Vidyut Joshi: HR Courses
 4. Dr. C.Gopalkrishnan and Prof. Chinnam Reddy: Strategy Courses and Environment Management Courses
 5. Prof. Brahmachari and Prof. Ashwin Dave: Entrepreneurship Development
 6. Dr. Sarla Achuthan and Prof. Hitesh Ruparel: Technology and Business
 7. Dr. C.Gopalkrishnan and Prof. Vidyut Joshi: Guidelines for Project Study
- The meeting ended with a vote thanks by Dr. Sarla Achuthan.

Annexure

Venue : B. K. School of Business Management

Sr. No.	Name	Designation	Organization
1	Mr. S. Ram Kumar	Consultant	Last Resort
2	Mr. Sapan Oza	Asst. Manager Marketing	Intellicon Pvt. Ltd.,
3	Mr. Vishal Shah	Financial Consultant	
4	Mr. Atul Chakravarti	Sr. Manager	Infinity Design Studio
5	Mr. Indranil Banerji	Manager - Marketing	Apollo Hospitals touching lives
6	Mr. S. Chinnam Reddy	Director	S. K. Patel Institute of Management
7	Dr. T.D. Tiwari	Director - MBA Programme	National Institute of Cooperative Management
8	Mr. Hitesh Ruparel	Director (I/C)	Navanilal Ranchhodlal Institute of Business Management
9	Mr. R.K. Balyan	Faculty	Chimanbhai Patel Institute of Business Management
10	Parag Sanghani	Faculty	AES Post Graduate Institute of Business Management
11	Mr. M.R. Brahmachari	Director	Parul Institute of Business Management
12	Dr. Vidyut Joshi	Director	L. J. Institute of Business Management
13	Dr. M.N. Desai	Advisor, (MBA Programme)	Ex-Vice Chancellor of Gujarat University
14	Mr. Sharad Mehta	Advisor, Group HR	Adani Group
15	Mr. Jagdish Joshipura	General Manager (Finance)	Gujarat State Financial Corporation
16	Mr. Rajiv Kamani	Associate Director	Quintiles
17	Ms. Jasmine Gupta	Asst. Manager Retail Banking	HDFC Bank Ltd.,
18	Dr. A.C. Brahmhatt	Professor	B. K. School of Business Management
19	Dr. C. Gopalkrishnan	Professor	B. K. School of Business Management
20	Dr. Sarla Achuthan	Director	B. K. School of Business Management
21	Rajesh Asrani	Faculty	Navanilal Ranchhodlal Institute of Business Management
22	Vishal Thaker	Economist	Shell Gas & Power
23	Himal Parikh	Director - IB&RL, M.D. - IFSL	Interface Financial Services Ltd.

Gujarat University

B. K. School of Business Management & MBA PG - SFI Centres (Full-Time)

Course Curriculum for MBA - I (from Batch 2004 onwards)

Sr. No.	Semester-I
1	Economics for Managers (EFM)
2	Financial Accounting (FA)
3	Information Systems for Management (ISM)
4	Managerial Communication (MC)
5	Organizational Behaviour (OB)
6	Organisational Structure & Dynamics (OSD)
7	Quantitative Analysis (QA)

Total 7 Courses each 50 hrs.

Course Details

Name of the course: **ECONOMICS FOR MANAGERS**

Code of the course: EFM

1.	Name of the course	ECONOMICS FOR MANAGERS
2.	Description	MBA – I ; Sem – I / 50 hrs.
3.	Code of the course	MBA 1 1 EFM
4.	Objective of the course	(a) To apply economic concepts, principles and ideas to decision making in business organisations; (b) To provide basic theories and tools of analysis and develop an understanding of the behaviour of various economic agents to help decision-making.
5.	Content	N.B.: Chapter numbers refer to the prescribed textbook (by Mankiw), as mentioned in (7.) below
	Module I – 5 hours – 10% weightage	Ch 1: Ten principles of economics (1 hour) How people make decisions; How people interact; How the economy works as a whole Ch 2: Thinking like an economist (1 hour) The scientific method; Role of assumptions; Economic models; The circular-flow diagram; Production possibilities frontier; Micro and macro economics; Positive versus normative economics; Why economists disagree MICROECONOMICS Ch 4: The market forces of supply and demand (3 hours) Markets and competition; Individual demand; Demand schedule and demand curve; Ceteris paribus condition; Market demand versus individual demand; Shifts in the demand curve; Supply (similar topics as in demand); Supply and demand together – equilibrium, analyzing changes in equilibrium
	Module II – 5 hours – 10% weightage	Ch 5: Elasticity and its application (2 hours) The elasticity of demand; The elasticity of supply Ch 7: Consumers, producers and the efficiency of markets (2 hour) Consumer surplus; Producer surplus; Market efficiency – the benevolent social planner, evaluating the market equilibrium; Market efficiency and market failure Ch 13: The costs of production (1 hour) Costs – total revenue, total cost and profit, costs as opportunity costs, cost of capital as an opportunity cost, economic profit versus accounting profit; Production and costs – the production function, from production function to the total cost curve; --- (chapter continued in next module)
	Module III – 5 hours – 10% weightage	Ch 13: (continued) The various measures of cost – FC, VC, AC, MC, cost curves and their shapes (rising MC, U-shaped ATC, the relation between MC and ATC), typical cost curves; Costs in the short run and long run – relationship between SR and LR ATC, economies and diseconomies of scale Ch 14: Firms in competitive markets What is a competitive market; Profit maximization and the competitive firm's supply curve; The supply curve in a competitive market
	Module IV – 5 hours – 10%	Ch 15: Monopoly Why monopolies arise; How monopolies make production and

	weightage	<p>pricing decisions; The welfare cost of monopoly – deadweight loss, social cost; Public policy towards monopolies; Price discrimination – the analytics of price discrimination, examples of price discrimination (movie tickets, airline prices, discount coupons, financial aid, quantity discounts)</p> <p>Ch 16: Oligopoly</p> <p>Markets with only a few sellers – duopoly, competition, monopolies and cartels, the equilibrium for an oligopoly, how the size of an oligopoly affects the market outcome; Game theory and the economics of cooperation – prisoners’ dilemma, oligopolies as a prisoners’ dilemma, other examples of prisoners’ dilemma (arms race, advertising, common resources), the prisoners’ dilemma and the welfare of society, why people sometimes cooperate; Public policy towards oligopolies – restraint of trade and the antitrust laws, controversies over antitrust policy (resale price maintenance, predatory pricing, tying)</p> <p style="text-align: right;">--- (chapter continued in next module)</p>
	Module V – 5 hours – 10% weightage	<p>Ch 16: (continued)</p> <p>Game theory and the economics of cooperation – prisoners’ dilemma, oligopolies as a prisoners’ dilemma, other examples of prisoners’ dilemma (arms race, advertising, common resources), the prisoners’ dilemma and the welfare of society, why people sometimes cooperate; Public policy towards oligopolies – restraint of trade and the antitrust laws, controversies over antitrust policy (resale price maintenance, predatory pricing, tying)</p>
	Module VI – 5 hours – 10% weightage	<p>Ch 17: Monopolistic competition</p> <p>Competition with differentiated products – firms in the short run, the long-run equilibrium, monopolistic versus perfect competition (excess capacity, markup over marginal cost), monopolistic competition and the welfare of society; Advertising – the debate over advertising, advertising as a signal of quality, brand names</p> <p>Ch 21: The theory of consumer choice</p> <p>The budget constraint; Preferences – representing preferences with indifference curves, four properties of indifference curves, two extreme examples of indifference curves; Optimization – the consumer’s optimal choices, change in income, change in prices, income and substitution effects, deriving the demand curve; Four applications – do all demand curves slope downward, how do wages affect labor supply, how do interest rates affect household saving, do the poor prefer to receive cash or in-kind transfers</p>
	Module VII – 5 hours – 10% weightage	<p>MACROECONOMICS</p> <p>Ch 22: Measuring a nation’s income</p> <p>The economy’s income and expenditure; The measurement of GDP; The components of GDP; Real v/s nominal GDP; GDP and economic wellbeing</p> <p>Ch 23: Measuring the cost of living</p> <p>The consumer price index; Correcting economic variables for the effects of inflation</p> <p>Ch 24: Production and growth</p> <p>Economic growth around the world; The role and determinants of productivity; Economic growth and public policy; The importance of long-run growth</p>
	Module VIII – 5 hours – 10% weightage	<p>Ch 25: Saving, investment and the financial system</p> <p>Financial institutions in the US economy; Saving and investment in the National Income Accounts; The market for loanable funds</p> <p>Ch 27: The monetary system</p>

		<p>The meaning of money; The Federal Reserve System; Banks and the money supply Ch 28: Money growth and inflation The classical theory of inflation;</p> <p style="text-align: right;">--- (chapter continued in next module)</p>
	<p>Module IX – 5 hours – 10% weightage</p>	<p>Ch 28 (continued) The costs of inflation Ch 29: Open-economy macroeconomics – Basic concepts The international flow of goods and capital – the flow of goods (exports, imports, net exports), the flow of capital (net foreign investment), the equality of net exports and net foreign investment; savings, investment and their relationship to the international flows; The prices for international transactions (real and nominal exchange rates); A first theory of exchange-rate determination (purchasing power parity) Ch 31: Aggregate demand and aggregate supply Three key facts about economic fluctuations; Explaining short-run economic fluctuations; The aggregate demand curve; The aggregate supply curve; Two causes of economic fluctuations (the effects of shifts in aggregate demand and supply)</p>
	<p>Module X – 5 hours – 10% weightage</p>	<p>Ch 32: The influence of monetary and fiscal policy on aggregate demand How monetary policy influences aggregate demand – the theory of liquidity preference, the downward slope of the aggregate demand curve, changes in the money supply, the role of interest-rate targets in Fed policy; How fiscal policy influences aggregate demand – changes in government purchases, the multiplier effect, a formula for the spending multiplier, other applications of the multiplier effect, the crowding-out effect, changes in taxes; Using policy to stabilize the economy – the cases for and against active stabilization policy Ch 33: The short-run tradeoff between inflation and unemployment The Phillips Curve – origins, aggregate demand, aggregate supply and the Phillips Curve; Shifts in the Phillips Curve – the role of expectations; Shifts in the Phillips Curve – the role of supply shocks; The cost of reducing inflation – the sacrifice ration, rational expectations and the possibility of costless disinflation, the Volcker disinflation, the Greenspan era Ch 34: Five debates about macroeconomic policy (pros and cons) Should monetary and fiscal policymakers try to stabilize the economy; Should monetary policy be made by rule rather than by discretion; Should the Central Bank aim for zero inflation; Should fiscal policymakers reduce the government debt; Should the tax laws be reformed to encourage saving</p>
6.	<p>Pedagogy of the course</p>	<p>80% lectures-cum-presentations; 20% applications / problems</p>
7.	<p>Names and other details of text book</p>	<p>Principles of Economics; 2nd (second) edition (or, later); N Gregory Mankiw; Thomson South-Western; Copyright 2001 (2002 Indian reprint) [Excluding chapters 3, 6, 8, 9, 10, 11, 12, 18, 19, 20, 26, 30 of the second edition]. Alternative textbook (in case the above text is radically revised or if the text is not available as it is not an Indian edition): Economics; 3rd edition, John Sloman, PHI (except chapters 9, 10, 23 and 24)</p>
8.	<p>Names and other details of reference</p>	<p>Managerial Economics in a Global Economy, D Salvatore (Thomson SouthWestern)</p>

	book/s such as publisher, edition, etc.	Managerial Economics – 4 th ed., 1999, H Craig Petersen and W Cris Lewis; Pearson / PHI Economics, Samuelson and Nordhaus (McGraw Hill) Managerial Economics, Atmanand (Excel Books) Essentials of Managerial Economics, I C Dhingra (SCS) Managerial Economics – Analysis Problems Cases, P L Mehta (SCS) Advanced Microeconomic Theory, Mishra and Puri (HPH) Microeconomics: Theory and Applications, D Salvatore (OUP) Money, Banking, International Trade and Finance, K P M Sundharam, S Chand & Sons Macroeconomics, D N Dwivedi, TMH Macroeconomics, R Dornbush, et al, TMH
9.	Names of newspapers, magazines, journals, etc. to be referred	Business Standard, Business Line, Business India, Business World, Business Today, The Economic Times, etc.
10.	Evaluation pattern for internal	(as per existing pattern)
11.	Expected number of hours to be spent by the students outside the class for the course	100 (applying a ‘thumb rule’ of twice the contact hours allotted to the course)
12.	Any other relevant information/suggestion	The Indian perspectives shall be built into the course at appropriate stages. The Indian scenario should be supplemented along with the relevant topics (e.g.: chapter 22 – the Indian GDP and other relevant figures; chapter 23 topic on consumer price index and inflation; chapter 25 topic on financial institutions in the US; chapter 27 topic on the federal reserve system). Paper-setter should consider the pedagogy while drawing up the question paper (80% theory; 20% applications/sums). In case of major revision of later edition of the prescribed textbook, it is recommended that a review meeting of respective faculty members be convened to rearrange the modules from the new edition.

Course Details

Name of the course: **FINANCIAL ACCOUNTING**

Code of the course: **FA**

1.	Name of the course	FINANCIAL ACCOUNTING (FA)	Chap. No. of B&D	Chap. No. of DSR
2.	Description of the course (year, sem,etc.)	MBA-I / SEMESTER-I / 50HOURS		
3.	Code of the course (please indicate the year, semester and short name of the course)	MBA-I / SEMESTER-I / FINAC MBA 1 1 FINAC		
4.	Objective of the course	Understanding the process of preparation of financial statements Appreciating concepts, principles and regulatory framework for financial reporting Analyzing corporate financial statements		
5.	Content of the course			
	Module I – 5 hours – 10% weightage	Accounting as an Information System Balance Sheet and Profit & Loss Account and Related concepts	1 2, 3	
	Module II – 5 hours – 10% weightage	Accounting Mechanics: Basic Records	4	
	Module III – 5 hours – 10% weightage	Accounting Mechanics: Preparation of Financial Statements	5	
	Module IV – 5 hours – 10% weightage	Revenue Recognition and Measurement AS-9: Revenue Recognition Matching of Revenue and Expenses: Inventory Pricing and Valuation AS-2: Valuation of Inventories	6 7	9 3
	Module V – 5 hours – 10% weightage	Fixed Assets and Deprecation AS-10: Accounting for Fixed Assets AS-6: Depreciation Accounting AS16: Borrowing Costs Intangible Assets AS-26: Intangible Assets AS-14: Accounting for Amalgamation	8 9	10, 7, 16 26, 14
	Module VI – 5 hours – 10% weightage	Foreign Currency Accounting AS-11: Effects of Changes in Foreign Exchange Rates (Revised 2003) AS-13: Accounting for Investments AS-22: Accounting for Taxes on Income	10	11 13 22
	Module VII – 5 hours – 10% weightage	Analysis of Financial Ratios	12	
	Module VIII – 5 hours – 10% weightage	Analysis of Cash Flow Statements; AS-3: Cash Flow Statement	13	4

	Module IX – 5 hours – 10% weightage	Regulatory Framework of Financial Reporting in India Other Accounting Standards: AS-1: Disclosure of Accounting Policies AS-17: Segment Reporting AS-20: Earnings Per Share AS-25: Interim Financial Reporting	11	2 17 20 25
	Module X – 5 hours – 10% weightage	Contemporary Issues: Consolidation of Accounts- AS-21: Consolidated Financial Statements AS-23: Accounting for Investment in Associates in Consolidated Financial Statements Trends in Corporate Reporting- Economic Value Added Value Added Statement Corporate Governance Reporting		21 23
6.	Pedagogy of the course (such as 50% lectures, 20% case studies, etc.)	80% lectures; 20% case studies		
7.	Names and other details of text book/s such as publisher, editors, etc.	Accounting for Management, Text & Cases S. K. Bhattacharyya and John Dearden, 3 rd edition, Pub.: Vikas Publishing House Pvt. Ltd. Students' Guide to Accounting Standards, D. S. Rawat, 4 th edition (2004) Pub.: Taxmann Allied Services (P) Ltd.		
8.	Names and other details of reference book/s such as publisher, edition, etc.	Accounting: Text and Cases Robert Anthony, David Hawkins and Kenneth Merchant 11 th edition Pub.: Tata McGraw-Hill Financial Accounting – A Managerial Emphasis R. Narayanaswamy Pub. PHI, Financial Accounting for Business Managers Ashish K. Bhattacharyya Pub.: PHI Accounting for Management D. R. Patel Pub.: Atul Prakashan		
9.	Names of newspapers, magazines, journals, etc. to be referred for better understanding of the course	Chartered Accountant Chartered Secretary Annual Reports of Listed Companies Financial Database Services		
10.	Evaluation pattern for internal assessment (50 marks) (such as projects, assignment, presentation, etc., and their weightage)	Written Exam: 30 marks Course Project on Annual Report Analysis: 10 marks Quiz and Assignments: 5 marks Class Participation: 5 marks		
11.	Expected number of	50 hours		

	hours to be spent by the students outside the class for the course			
12.	Any other relevant information/suggestion	To read financial dailies with respect to corporate accounting and financial events.		

Course Details

Name of the course : **Information Systems for Management**

Code of the course : **ISM**

1.	Name of the course	Information Systems for Management
2.	Description of the course (year, semester, etc.)	1st year MBA, Sem – I, Full Credit, 50 hours
3.	Code of the course (please indicate the year, semester and short name of the course)	ISM, first year MBA, Sem-I MBA 1 1 ISM
4.	Objective of the course	(a) to have an overview of the ever expanding role of information technology in various fields (b) to develop an appreciation of different software and hardware systems available in the industry (c) to understand the latest developments in the wireless technology and its applications worldwide. (d) To make the students aware about the trends, components, roles of information systems, their advantages concepts and applications. (e) To make them acquainted with major developments and managerial implications involved in development and implementation of information systems.
5.	Content of the course	
	Module I – 5 hours – 10% weightage	<u>Foundations of Information Systems in business</u> Foundation concepts of Information Systems, technology, control and information resources. Role of information systems in Business and the strategic importance of Information Systems. <i>Types of Information Systems</i> Types of information systems, their utility in the organization, systems from functional perspective, changing role of information systems in organization. Strategic Information System and its importance.
	Module II – 5 hours – 10% weightage	<u>Computer Hardware</u> Types of Computers, Information about various hardware like CPU, Memory, its uses, Buses for input and output, input and out put devices, secondary storage devices(All latest developments in this field

		<p>expected to be covered), various peripherals and add ons in computer.</p> <p>Software</p> <p>Information about user interfaces, Application programs, operating systems: their types and utilities. Major software issues</p>
	Module III – 5 hours – 10% weightage	<p><u>Network Applications</u></p> <p>Foundations of modern networks- Bandwidth, Introduction to local Area Networks, Wide Area Networks, Links Between Networks, devices and Media to link the Networks, Wireless Networks</p> <p><u>Introduction to Wireless (Mobile) Technologies</u></p> <p>GSM and CDMA technologies, concept of WAP, GPRS, WIFI, bluetooth.</p> <p>Brief introduction to m-commerce and value added services on cellular networks.</p>
	Module IV – 5 hours – 10% weightage	<p>Role of Internet in Information system Architecture</p> <p><i>The Internet technology and services, standards and connectivity for digital Integration. Intranets and Extranets and the wireless web. Integrating Wireless Web into Business strategy.</i></p>
	Module V – 5 hours – 10% weightage	<p>Decision Support Systems</p> <p>Business and Decision support, decision support Trends, the components of DSS, Benefits, Geographic Information and Data Visualization Systems, Overview of Group Decision Support System.</p>
	Module VI – 5 hours – 10% weightage	<p><u>Knowledge Management</u></p> <p>Information systems and Knowledge Work Systems, Artificial Intelligence and its influence.</p> <p>Brief Information about Expert Systems and Organizational Intelligence.</p> <p><i>Brief Information about Neural Networks, Fuzzy Logic, Genetic Algorithms, Intelligent Agents..</i></p>

	Module VII – 5 hours – 10% weightage	System Development Strategies Systems as planned organizational Change, Business Process Reengineering techniques, System Analysis and Design, System Building Approaches and Application development for an organization.
	Module VIII – 5 hours – 10% weightage	Security Management of IT Tools of Security Management, Internet worked security defences like Encryption, Firewalls. Other Security Measures like Security Codes, Biometric Security, Fault Tolerant Systems and Disaster recovery.
	Module IX – 5 hours – 10% weightage	Enterprise e-Business Systems Customer Relationship Management- its phases, benefits and challenges and trends in CRM Enterprise Resource planning, its benefits, challenges, costs and trends. Causes of ERP failure. Supply chain management, its role, benefits, challenges, trends.
	Module X – 5 hours – 10% weightage	E-commerce Application and Issues e-commerce application trends, e-commerce sectors, B to C , B to B and C to C e-commerce, e-commerce success factors, clicks and Bricks in e-commerce, collaborative commerce, Globalization of E-business.
6.	Pedagogy of the course (such as 50% lectures, 20% case studies)	70% lectures 30% case studies
7.	Names and other details of text book/s such as publisher, editors, etc.	Laudon K C & Laudon J P : Management Information Systems, Eighth Edition, Prentice Hall India Publication.
8.	Names and other details of reference book/s such as publisher, edition, etc.	O'Brien J, Management Information Systems, sixth edition, Tata McGraw Hill Publication Jawadekar W S: Management Information Systems, Second Edition, Tata McGraw Hill Publishing, New Delhi. Murdick, R. G, Ross J. E. and Clagget J R: Information Systems for Modern Management, third edition, PHI India Schultheis R and Sumner M : Management

		Information Systems, the Manager's View, fourth Edition, Tata Mc. Graw Hill publication
9.	Names of newspapers, magazines, journals, etc. to be referred for better understanding of the course	Magazines : PC Quest, Digit, Chip, Electronics for you, Voice and Data,etc Journals : Harward Business Review
10.	Evaluation pattern for internal assessment (50 marks) (such as projects, assignment, presentation, etc., and their weightage)	Internal examination : 30 marks Assignment /Project : 10 marks Class Participation : 10 marks.
11.	Expected number of hours to be spent by the students outside the class for the course	Around 10 hours for a proposed assignment on hardware, or any other assignment so designed for the purpose of understanding current developments in the area of information systems and techniques.
12	Any other relevant information / suggestion	Since information technology is a highly changing area, it is advisable that the course be revised every two years in order to include current topics and remove obsolete topics.

Course Details

Name of the course **Managerial Communication**
Code of the course **MC**

1.	Name of the course	Managerial Communication
2.	Description of the course (year, semester, etc.)	MBA – I, Semester I / 50 hrs
3.	Code of the course	MBA-I, Sem-I, MC MBA 1 1 MC
4.	Objective of the course	To provide the students with a better understanding of the communication processes in the organizational context. To enhance the communication skills of the students to increase their effectiveness as future managers. To introduce the concept of case method of learning
5.	Content of the course	N.B.: Chapter numbers refer to the prescribed textbook, as mentioned in (7.) below
	Module I – 5 hours – 20% weightage (Note: Ch 1 and 3 only to be considered for external paper-setting)	Understanding the Foundations of Business Communication I (a): Achieving Success Through Effective Business Communication (Chapter 1) I (b): Communicating in Teams and Mastering Listening and Nonverbal communication skills (Chapter 2 : Only for internal evaluation – please see (6.), (7.) and (10) below) I (c): Communicating interculturality (Chapter 3)
	Module II – 5 hours – 20% weightage in external exam ; 10% for internal component	Written Communication Skills II (a): Planning Business Messages (Chapter 4) II (b): Writing Business Messages (Chapter 5) II (c): Completing Business Messages (Chapter 6)
	Module III – 5 hours – 20% weightage ; 10% for internal component	Finding and Communicating Information III (a): Finding, evaluating and processing information (Chapter 10) III (b): Communicating information through visuals (Chapter 11)
	Module IV – 5 hours – 10% weightage in external exam	Planning, Writing and Completing Reports and Proposals - I IV: Planning Business Reports and Proposals (Chapter 12)
	Module V – 5 hours – 20% weightage in external exam	Planning, Writing and Completing Reports and Proposals - II V: Writing Business Reports and Proposals (Chapter 13)
	Module VI – 5 hours – 10% weightage in external exam. N.B.: Internal exam shall have 20% from modules IV, V and VI.	Planning, Writing and Completing Reports and Proposals - III VI (a): Completing Business Reports and Proposals (Chapter 14) VI(b): Appendix II – (i) Introductory paragraphs, Page A25; (ii) Topic: APA Style (Page A28 + Figure II.3, page A29)

	Module VII – 5 hours (Internal evaluation only: 40% weightage for Module VII and VIII)	Designing and Delivering Oral Presentations - I VII: Planning, Writing and Completing Oral Presentations (Chapter 15) (Only for internal evaluation – please see (6.), (7.) and (10) below)
	Module VIII – 5 hours (Internal evaluation only: Please see above)	Designing and Delivering Oral Presentations - II VIII: Enhancing your oral presentations with electronic slide shows and overhead transparencies (Chapter 16) (Only for internal evaluation – please see (6.), (7.) and (10) below)
	Module IX – 5 hours – (Internal evaluation only: 20%)	Case Analysis Workshop IX: The following framework shall be used for case analysis and presentation of written report: Defining the problem; Development of objectives; Options; Use of evidence; Making inference; Decision; Plan of action and contingency plan (Only for internal evaluation – please see (6.), (7.) and (10) below)
	Module X – 5 hours – (Internal evaluation only)	Communications Workshop The faculty member shall decide on the pattern of the workshop based on the topics not covered in the other modules. (Only for internal evaluation – please see (6.), (7.) and (10) below)
6.	Pedagogy of the course	50% - Lectures 50% - Presentations by students. The presentations shall be arranged for each relevant module. The modules especially earmarked for internal evaluation purpose should have more components for student assignments and presentations.
7.	Names and other details of text book and other reading material	7 (a): Business Communication Today Bovee, Thill, Schatzman; 7 th Edition (or, later), Pearson Education (Excluding chapters 7, 8, 9, 17, 18 of the 7 th edition). Also, modules / chapters earmarked as “Only for internal evaluation” must not be included in the paper-setting of the external examination. Also, see (12.) below for paper style in the external examination. 7 (b): Writings on the Case Method of Learning by eminent management researchers and/or publications on the case method – for use in Module IX (Case Analysis Workshop)
8.	Names and other details of reference book/s such as publisher, edition, etc.	Handbook for Writers and Editors, S S Rao, AMA, 1999 Communicating for results, R Fruehling and J Lacombe, AITBS, 2000 Communication in organizations, Dalmar Fisher, Jaico, 1999 Business Communication, M E Guffey, S-W, 2000 Advanced Business Communication, J Penrose, et al, Thomson S-W, 2001 Business Communication Strategies, M M Monipally, TMH, 2001 Business Correspondence and Report Writing, R c Sharma and K Mohan, TMH, 2002

9.	Names of newspapers, magazines, journals, etc. to be referred for better understanding of the course	All Financial Dailies: Business Standard, Business Line, The Economic Times, Financial Express Refereed journals such as Harvard Business Review, Vikalpa, Management Review for: (a) importance of case method of learning, (b) research report writing
10.	Evaluation pattern for internal assessment (50 marks)	20% - Written Case analysis 20% - Application Exercise(s) on Business Reports and Proposals (based on Chapters 12, 13 and 14) 20% - Quiz/Application Exercise(s) (based on chapters 4 / 5 / 6 / 10 / 11) 40% - Oral Presentations
11.	Expected number of hours to be spent by the students outside the class for the course	100 hours
12.	Any other relevant information/suggestion	Paper-setter (for external examination) should consider the pedagogy and syllabus while drawing up the question paper (i.e. from chapters 1, 3, 4, 5, 6, 10, 11, 12, 13 and 14 only). Paper style (for external examination) must be on the pattern of end-of-chapter questions in the prescribed textbook (mentioned in 7 (a) above) under the headings: "Test Your Knowledge" and "Apply Your Knowledge". In case of major revision of later edition of the prescribed textbook, it is recommended that a review meeting of respective faculty members be convened to rearrange the modules from the new edition.

RECOMMENDED COURSE OUTLINE: ORGANIZATIONAL BEHAVIOR				
Name of the course		Organizational Behaviour		
Code of the Course		MBA-I / Sem – 1 / OB MBA1 1 OB / 50 hrs.		
Course Objective		<p>To introduce the significance of the fundamentals of the human behavior processes within the context of the organizations and their environments</p> <p>To apply the concepts for understanding behaviors of individuals and groups in the organizational context.</p>		
Course Details:				
Module (Weightage)	No. Of Hours	Chapter/ Title	Topic	Reference
I. (5%)	2	1.What is Organizational Behavior	<p>Enter organizational behavior. Replacing Intuition with Systematic study. Myth or Science? Preconceived Notions vs. Substantive Evidence</p> <p>Contributing Disciplines to the OB Field: There Are Few Absolutes in OB.</p>	The faculty should provide perspective on the findings of Hawthorn studies and development of OB as a separate discipline.
II (15%)	6	<p>2. Foundations of Individual Behavior</p> <p>3. Values, Attitudes, and Job Satisfaction</p> <p>4. Perception and Individual Decision Making.</p>	<p>Biographical Characteristics. Ability. Learning Values</p> <p>Attitudes “Attitudes Around the World.” From Concepts to Skills: Changing Attitudes.</p> <p>Organizational Citizenship Behavior(OCB)</p> <p>What is Perception, and Why is it Important? Factors Influencing Perception Person Perception: Making Judgments About Other The Link Between Perception and Individual Decision Making How Should Decisions Be Made? How Are Decisions Actually Made in Organizations? What About Ethics in Decision Making?</p>	Reference notes: Organizational Behavior : Fred Luthans, 9 th edition, TMH, p-238

III. (10%)	5	5. Personality and Emotions	Personality Myth or Science? “Deep Down, People Are All Alike” Emotions Form Concepts to Skill: Reading Emotions	
IV. (10%)	5	6. Understanding Personality through Transactional Analysis (TA)	Definition of TA, Nature of TA, Basic TA concepts (Meaning only): Strokes, Transactions, Ego States (Parent, Adult, Child), Meaning of Scripts, Types of transactions (Complementary, Crossed and Covert transactions), Life Positions: meaning only (I am OK – You Are OK, I am OK, You Are Not OK, I Am Not Ok, You Are OK, I Am Not OK, You Are Not OK)	Source: “Games People Play”, and “Born to Win” by Eric Berne*
V. (10%)	7	7. Basic Motivation Concepts.	What is Motivation? Early Theories of Motivation. Myth or Science? “People Are Inherently Lazy”. Vroom’s Expectancy Madoel (VIE) Porter-Lawler Model Contemporary Theories of Motivation. Integrating Contemporary Theories of Motivation. Caveat Emptor: Motivation Theories Are Culture Bound. Special Issues in Motivation, including Theory Z	Reference notes: Organizational Behavior : Fred Luthans, 9 th edition, TMH, p-266-271 Theory Z concept should be explained as discussed by Ouchi.
VI. (10%)	5	8. Foundations of Group Behavior	Defining and Classifying Group. Stages of Group Development. Sociometry: Analyzing Group Interaction. Toward Explaining Work Group Behavior. External Conditions Imposed on the Group. Group Member Resources. Group Structure. Group Processes. Group Tasks. Group Decision Making.	

			Myth or Science? “Two Heads Are Better Than One.” Group Decision-Making Techniques.	
		9. Understanding Work Teams	Why Have Teams Become So Popular? Teams vs. Group: What’s the Difference? Types of Teams. Beware! Teams Aren’t Always the Answer. Creating Effective Teams. Turning Individuals into Team Players. Contemporary Issues in Managing Teams.	
VII. (10%)	7	10. Leadership and Trust.	What is leadership? Trait Theories. Behavior Theories. Contingency Theories. Neocharismatic Theories. Contemporary Issues in Leadership. Trust and Leadership.	Reference: “What makes a Leader”, by Daniel Goleman, reprinted in Harvard Business Review (January 2004), 10p.
VII. (15%)	7	11. Power and Politics	A Definition of Power. Contrasting Leadership and Power. Bases of Power. Dependency: The Key to Power. Identifying Where the Power Is. Power Tactics. Power in Groups: Coalitions. Sexual Harassment: Unequal Power in the Workplace. Politics: Power in Action. Factors Contributing to Political Behavior. Form Concepts to Skills: Politicking.	
		12. Conflict and Negotiation	A Definition of Conflict. Transitions in Conflict Thought. Functional vs. Dysfunctional Conflict. The Conflict Process. Managing Conflicts: Styles Myth or Science? “The Source of Most Conflicts Is Lack of Communication.” Importance of giving and receiving feedback effectively	Reference: “Empirical Studies on Managing Conflict” (2000) Rahim M. A., International Journal of Conflict Management, 11-1, 5-8
		13. Johari		

		Window	Negotiation. OB in the News: Behind the Labor Peace at Ford. From Concepts to Skills: Negotiating.	The faculty should explain the concept of The Johari Window: A model for soliciting and giving feedback(1973) by Hanson P C The 1973 Annual Handbook for group facilitators p-114-119
IX. (5%)	2	14. Organizational Culture	Institutionalization: A Forerunner of Culture. What Is Organizational Culture? From Concepts to Skill: How to “Read” an Organization’s Culture: Hofstede’s dimensions of National culture What Do Cultures Do? Myth or Science? “Success Breeds Success” Creating and Sustaining Culture. How Employees Learn Culture. Matching People with Culture.	Reference: Organizational Behaviour : Fred Luthans, 9 th edition TMH p-53-56
X. (10%)	4	15. Organizational Changes and Stress Management.	Work Stress and Its Management: Meaning of Stress, Understanding stress and its consequences, Potential sources of stress, individual differences, consequences of stress and managing stress.	
Pedagogy	Lectures, Presentations, Case Discussions			
Text Book	“Organizational Behavior” (10 th Ed) by Stephan Robbins, published by Pearson Education, as well as Prentice Hall of India.			
Reference Books:	“Organizational Behavior” (9 th Ed) by Fred Luthans, published by Tata McGraw-Hill. “Organizational Behavior” (): by Slocum, Helrigel, published by Thomson Southwestern “Understanding Organizational Behavior” (2004), by Udai Pareek, published by Oxford University Press.			
Other readings:	As suggested by the faculty from time to time, apart from general reading of: Business Dailies such as Business Standard (and ‘The strategist’ – its weekly insert) Business Magazines such as Business India, Business World			

	Journals: Management Review (IIM Bangalore), Harvard Business Review, Journal of Applied Behavioral Sciences, Academy of Management Journal / Review.	
Evaluation (Internal)	As per the existing pattern, with a suggestion that the internal marks be considered in the overall results.	
Student Hours on course work outside the class room	100 (as a generally accepted rule of thumb)	
Any other suggestion	<p>Reference to the Indian context (especially the culture and socialization) should be made by the faculty from time to time as relevant</p> <p>The external examination paper should be drawn considering the above distribution of topics, weightage and hours. A key for evaluation should be provided by the paper setter.</p> <p>Revision of this course should be made once again in 2006 and at that time the teaching faculty and concerned policy makers at various levels should be involved in the process.</p> <p>The latest available edition of the books mentioned above should be used whenever available.</p>	

Course Details

Name of the course **Organizational Structure and Dynamics**
 Code of the course **OSD**

1.	Name of the course	Organizational Structure and Dynamics	
2.	Description of the course (year, semester, etc.)	MBA-I / Sem-I / 50 hrs.	
3.	Code of the course (please indicate the year, semester and short name of the course)	MBA-I / Sem-I / OSD MBA 1 1 OSD	
4.	Objectives of the course	<p>This course is designed to allow the students to familiarize with basic management and organization theories. It also aims at helping students see the application of these theories to contemporary situations. By the end of the course, students would have a good understanding of:</p> <p>1) How to manage organization's functions and other activities in the dynamic world. 2) How and why organizations are structured differently and their implications. 3) How managers can adapt to environmental changes. 4) Various managerial skills</p>	
5.	Content of the course	Divided into 50 Hours	Chapter No. / Book
	Module I – 5 hours – 10% weightage	INTRODUCTION TO MANAGEMENT & EVOLUTION OF MANAGEMENT THOUGHT Managing and Managers Evolution of Management Theory	Ch. 1 / Stoner Ch. 2 / Stoner
	Module II – 5 hours – 10% weightage	PLANNING – i) Organizations & Environment Decision Making Process	Ch 3 / Stoner Ch 9 / Stoner
	Module III – 5 hours – 10% weightage	PLANNING - ii) Planning & Strategic Management Strategy Implementation	Ch 10 / Stoner Ch 11 / Stoner
	Module IV – 5 hours – 10% weightage	ORGANIZING – i) Organizational Effectiveness Dimensions of	Ch 3 / Robbins Ch 4 / Robbins

		Organization Structure	
	Module V – 5 hours – 10% weightage	ORGANIZING – ii) (Determinants of Structure) Strategy Organization Size	Ch 5 / Robbins Ch 6 / Robbins
	Module VI – 5 hours – 10% weightage	ORGANIZING – iii) (Determinants of Structure – Contd.) Technology Power - Control	Ch 7 / Robbins Ch 9 / Robbins
	Module VII – 5 hours – 10% weightage	ORGANIZING – iv) Organizational Design Options	Ch 10 & 12 / Robbins
	Module VIII – 5 hours – 10% weightage	CONTROLLING Effective Control Operations Management Information System	Ch 20 / Stoner Ch 21 / Stoner Ch 22 / Stoner
	Module IX – 5 hours – 10% weightage	CONTEMPORARY ISSUES – i) Social Responsibility & Ethics Globalization & Management Inventing & Reinventing Organizations	Ch 4 / Stoner Ch 5 / Stoner Ch 6 / Stoner
	Module X – 5 hours – 10% weightage	CONTEMPORARY ISSUES – ii) Culture & Multiculturalism Managing Organizational Change & Innovation	Ch 7 / Stoner Ch 15 / Stoner
6.	Pedagogy of the course (such as 50% lectures, 20% case studies, etc.)	(a) Lectures supplemented with case discussions (b) Presentations	
7.	Names and other details of text book/s such as publisher, editors, etc.	‘Management’ – James stoner, Edward Freeman, Deniel Gilbert Jr., - Prantice Hall of India, New Delhi, Sixth edition ‘Organization Theory – Structure, Design & Applications’ – Stephen P. Robbins; - Prentice Hall of India, New Delhi, Third edition	

8.	Names and other details of reference book/s such as publisher, edition, etc.	(1) 'Essentials of Management', Koontz and Wehrich, Tata McGraw Hill, 2004, 6 th Edition (2) 'Organization Theory & Design' – Richard L. Daft, 8 th Ed., Thompson South-Western, 2004
9.	Names of newspapers, magazines, journals, etc. to be referred for better understanding of the course	(1) Indian Management (2) Harvard Business Review (3) Journal of Business Strategy
10.	Evaluation pattern for internal assessment (50 marks) (such as projects, assignment, presentation, etc., and their weightage)	Internal Exam – 30 Marks Assignment – 5 marks Quiz – 5 marks Presentation – 10 Marks
11.	Expected number of hours to be spent by the students outside the class for the course	Atleast 50 Hours
12.	Any other relevant information/suggestion	Students may be requested to attend and organize seminars / workshops etc. to get exposed to contemporary issues, problems, debates as existing in business world.

Course Details

Name of the course **Quantitative Analysis**
 Code of the course

1.	Name of the course	Quantitative Analysis
2.	Description of the course (year, semester, etc.)	MBA – I, Semester I / 50 hrs.
3.	Code of the course	MBA-I, Sem-I, QA MBA 1 1 QA
4.	Objective of the course	To impart basic concepts in statistical and business research methods. To develop skills in structuring and analyzing problems. To develop aptitude to implement the solutions of the decision problems.
5.	Content of the course	N.B.: Chapter numbers refer to the prescribed textbook, as mentioned in (7-a.) below. BRM H/O refers to the hand-outs of relevant chapter/pages of the BRM book mentioned in (7-b.) below.
	Module I – 5 hours – 10% weightage	Introduction (Ch 1); Measures of central tendency and dispersion (Ch 3);
	Module II – 5 hours – 10% weightage	Permutations and combinations, Probability (Ch 4)
	Module III – 5 hours – 10% weightage	Discrete probability distributions (Binomial, Poisson, Hypergeometric) (Ch 5) Continuous probability distributions (Normal dist., Uniform, Exponential) (Ch 5)
	Module IV – 5 hours – 10% weightage	Sampling and sampling distributions (Ch 6) Estimation (Ch 7)
	Module V – 5 hours – 10% weightage	(BRM H/O) – Measurement (chapter 8 of BRM book) (BRM H/O) – Measurement scales (chapter 9 of BRM book)
	Module VI – 5 hours – 10% weightage	Testing hypothesis – one sample test (large and small samples) (Ch 8)
	Module VII – 5 hours – 10% weightage	Testing hypothesis – two sample test (large and small samples) (Ch 9)
	Module VIII – 5 hours – 10% weightage	Chi-square tests (Ch 11) Analysis of variance (Ch 11)
	Module IX – 5 hours – 10% weightage	Other non-parametric tests (Ch 14)

	Module X – 5 hours – 10% weightage	Simple regression and correlation (Ch 12) Multiple regression analysis (Ch 13)
6.	Pedagogy of the course	80% - Lectures 20% - Discussions on case-studies
7.	Names and other details of text book and other reading material	7-a: Statistics for Management R Levin and D Rubin; 7 th Edition (or, later), Pearson Education (Chapters 1, 3, 4, 5, 6, 7, 8, 9, 11, 12, 13, 14). 7-b: Business Research Methods Cooper and Schindler; 8 th edition (or later), TMH. Relevant chapters / topics as mentioned in the modules above to be given as handouts to students
8.	Names and other details of reference book/s such as publisher, edition, etc.	Statistics for management, K Black, (Thomson Edu) Statistics for economics, Jit Chandran
9.	Names of newspapers, magazines, journals, etc. to be referred for better understanding of the course	All Financial Dailies: Business Standard, Business Line, The Economic Times, Financial Express
10.	Evaluation pattern for internal assessment (50 marks)	30 - Comprehensive test 10 - Quizzes 10 - Assignment and presentation
11.	Expected number of hours to be spent by the students outside the class for the course	100 hours
12.	Any other relevant information/suggestion	

Gujarat University

B. K. School of Business Management & MBA PG - SFI Centres (Full-Time)

Course Curriculum for MBA - I (from Batch 2004 onwards)

Sr. No.	Semester-II
1	Marketing Management (MM)
2	Cost Accounting (CA)
3	Management Science & Methodologies (MS & M)
4	Fundamental of Financial Management (FFM)
5	Human Resource Management (HRM)
6	Production and Operations Management (POM)
7	Economic Environment for Business (EEB)

Total 7 Courses each 50 hrs.

Course Details

Name of the course : **Marketing Management**

Code of the course : **MM**

1.	Name of the course	Marketing Management (MM)
2.	Description of the course (year, semester, etc.)	MM / MBA-I / SEMESTER-II / 50 hrs.
3.	Code of the course (please indicate the year, semester and short name of the course)	MBA-I / SEMESTER-II / MM MBA 1 2 MM
4.	Objective of the course	To familiarize the students with the marketing concepts and practices. To acquaint them with the marketing environment challenges, competition as well as marketing strategies and tactics.
5.	Content of the course	50 hrs.
	Module I – 5 hours – 10% weightage P.K. – Ch:1, 2, 3	Marketing Concepts, scope of Marketing. Adapting Marketing to the new economy. Concepts of customer satisfaction, value and retention.
	Module II – 5 hours – 10% weightage P.K. – Ch: 4, 5	Market-oriented strategic planning. Marketing Information Systems and Measuring Market Demand.
	Module III – 5 hours – 10% weightage P.K. – Ch: 7, 8	Analyzing consumer Markets and consumer Buying Behaviour. Analyzing Business Markets and Business Buying Behaviour.
	Module IV – 5 hours – 10% weightage P.K. – Ch: 6, 9	Scanning Marketing Environment. Dealing with Market competition.
	Module V – 5 hours – 10% weightage P.K. – Ch: 10, 11	Managing Market Segmentation and Targeting. Differentiation and Product Positioning Strategies.
	Module VI – 5 hours – 10% weightage P.K. – Ch: 14, 16	Product and Branding strategy. Pricing Strategies and Programs
	Module VII – 5 hours – 10% weightage P.K. – Ch: 18, 21	Marketing Channels Retailing, wholesaling, Market Logistics Sales force management.
	Module VIII – 5 hours – 10% weightage P.K. – Ch: 19, 20	Managing Integrated Marketing communications – advertising, sales promotion, Public Relations and Direct Marketing.

	Module IX – 5 hours – 10% weightage P.K. – Ch: 12, 13, 15	New product Development Designing Global Market offerings (International Marketing.) Marketing of services.
	Module X – 5 hours – 10% weightage P.K. – Ch: 22	Managing the Total Marketing Efforts.
	Module XI – 5 hours – Only for Classroom Discussion and Internal Evaluation Study material should be developed based on contemporary literature for circulating amongst the students.	Emerging Forms of Marketing Rural Marketing E-marketing Network Marketing Allocation, Evaluation and Management of Marketing Budget Managing Brand Equity
6.	Pedagogy of the course (such as 50% lectures, 20% case studies, etc.)	Lectures involving concepts and case discussions.
7.	Names and other details of text book/s such as publisher, editors, etc.	‘Marketing Management’, Philip Kotler, 11 th Low Price Edition (Latest Ed.), Pearson Education, New Delhi.
8.	Names and other details of reference book/s such as publisher, edition, etc.	(1) ‘Marketing Management – Planning, Implementation and context, - Ramaswamy and Namakunsari, 3 rd Edn, Macmillan India Ltd., New Delhi. (2) ‘Marketing’ – Michael J. Etzel, Bruce J. Walker William J. Stanton, Tata McGraw-Hill, 13 th Edition, Delhi.
9.	Names of newspapers, magazines, journals, etc. to be referred for better understanding of the course	(1) Indian Journal of Marketing. (2) American Journal of Marketing. (3) Marketing Mastermind.
10.	Evaluation pattern for internal assessment (50 marks) (such as projects, assignment, presentation, etc., and their weightage)	Internal Exam – 30 Marks Assignment – 5 marks Quiz – 5 marks Case Discussion – 5 marks Project – 5 marks
11.	Expected number of hours to be spent by the students outside the class for the course	At least 30 Hours
12.	Any other relevant information/suggestion	Students should be encouraged to scout for and understand the illustration related to the practical application in Indian Context of the concepts explored during class contact hours and exemplify them whilst explaining the same in the examination.

Course Details

Name of the course : **COST ACCOUNTING**
 Code of the course : **COSTING**

1.	Name of the course	COST ACCOUNTING (COSTING)	Chap. No. of Text
2.	Description of the course (year, semester, etc.)	MBA-I / SEMESTER-II / 50 HOURS	
3.	Code of the course (please indicate the year, semester and short name of the course)	MBA 1 / SEMESTER-II / COSTING MBA 12 CA	
4.	Objective of the course	Help students understand the role of Cost Accounting: Acquaint them with techniques of cost ascertainment, analysis, & control : & Equip them with ability to apply cost concepts in managerial decisions	
5.	Contents of the course	50 Hours.	
	Module I – 5 hours – 10% weightage	Cost Management & Accounting Cost Concepts & Costing Systems	1 2
	Module II – 5 hours – 10% weightage	Cost Estimation & Cost Allocation	10,15
	Module III – 5 hours – 10% weightage	Job Order & Batch Costing Variable costing & Absorption Costing	4 9
	Module IV – 5 hours – 10% weightage	Process Costing Joint & By Products Costing	17 16
	Module V – 5 hours – 10% weightage	Activity Based Costing &	5
	Module VI – 5 hours – 10% weightage	Cost- Volume-Profit Analysis (Including BEP Analysis)	3
	Module VII – 5 hours – 10% weightage	Short Run Alternative Choices & Relevant Information (Marginal Costing)	11,12
	Module VIII – 5 hours – 10% weightage	Budgeting & Planning	6

	Module X – 5 hours – 10% weightage	Contemporary Issues: Target Costing. Life Cycle Costing, Kaizen costing (b) Cost Audit in India	
6.	Pedagogy of the courses (such as 50% lectures, 20% case studies, etc.)	80% lectures: 205 case studies	
7.	Names and other details of text book/s such as publisher , editors,etc.	Cost Accounting – A Managerial Emphasis Horngren, Datar, & Foster 11 th edition (2004) Publisher: Pearson Education / PHI	
8.	Names and other details of text book/s such as publisher ,edition ,etc.	Cost Management : Strategies for Business Decisions Hilton, Maher, Selto 2 nd edition (2002) Publisher: Tata McGraw-Hill Costing for Management S K Bhattacharyya & John Dearden 1 st edition (2002) Publisher: Vikas Publishing House Management Accounting M Y Khan & P K Jain 3 rd edition (2000) Publisher: Tata McGraw-Hill Cost & Management Accounting Ravi M Kishore 3 rd edition (2002) Publisher: Taxmann	
9.	Names of newspapers , magazines , journals , etc. to be referred for better understanding of the course	(a) Management Accounting (b) Chartered Accountant	
10.	Evaluation Pattern for Internal assessment (50 marks) (such as projects, assignment presentation)	Written Exam.: 30 marks Quiz: 5 marks Assignments: 5 marks Presentations & participation: 10 marks	
11.	Expected number of hours to be spent by the students outside the class for the course	50 Hours	
12.	Any other relevant information/suggestion		

Course Details

Name of the Course : **Management Science & Methodologies**

Code of the Course : **MS & M**

1	Name of the Course	Management Science & Methodologies
2	Description of the course (Year, semester, etc.)	MBA-I / SEM-II / 50 hrs.
3	Code of the course (Please indicate the year, semester and short name of the course)	MBA-I / SEM-II, MSM MBA 1 2 MS & M
4	Objectives of the course :	<ul style="list-style-type: none"> a) To impart the basis Operations Research tools and techniques for Managerial decision making. b) To develop skills in structuring and analysis various operations research problems c) To learn to implement various management science software packages.
5	Content of the Course	
	Module I - 5 hours - 10% weight age	Introduction to Management Science. Introduction to Linear Programming Problems (LPP) and its formulation.
	Module II - 5 hours - 10% Weight age	Solution of L.P.P. by Graphical Method and Solving through Computer Software like Excel Solver, etc.
	Module III - 5 hours - 10% Weight age	Duality and its implications, Introduction to sensitivity analysis, Transportation Problems
	Module IV - 5 hours - 10% weight age	Transportation Models, Initial Basic Feasible Solution and Optimal Solution, Assignment Problem and Traveling Salesman Problem.
	Module V - 5 hours - 10% weight age	Network techniques, Minimum Spanning Tree Problems, Shortest Route and Maximal Flow Technique.
	Module VI - 5 hours - 10% weight age	Decision Analysis - Decision Making Under Certainty, Uncertainty and Risk, Decision Tree Analysis and Bayesian Analysis
	Module VII - 5 hours - 10% weight age	Introduction to Integer Programming, Goal Programming and Non Linear Programming problems
	Module VIII - 5 hours - 10% weight age	Queuing Theory Models - M/M/1 with infinite source Simulation Modeling - Monte Carlo simulation
	Module IX - 5 hours 10% weight age	Markov Analysis - transition probability matrix, predicting market shares with various business examples. Game Theory - two people zero sum games, pure strategies and saddle points, Mixed strategies, Dominance, graphical and Linear Programming solutions.
	Module X - 5 hours - 10% weight age	Introduction to Types of Research, Research Method: - Research process, Research Design. (B R M chapters 3, 4, 6, 10)
6	Pedagogy of the course (such as 50% lectures, 20% case studies)	70% lectures, 10% classroom discussion, 20% case-studies discussion / Problem Solving.

7	Names and other details of text book/s such as publisher, editors, etc.	1. Introduction to Management Science - a Modeling and Case studies approach with spreadsheets Fredrick S Hiller, Mark S Hiller, 2. Business Research Methods. By Donald Cooper & Pamela Schindler., Tata McGraw Hill Ed. (8th Edition)
8	Names and other details of reference book/s such as publisher, editors, etc.	a) Introduction to Operational Research by Hiller and Liebermann b) Operations Research - Hardy Taha c) Quantitative Analysis for Management - Barry Render and Ralph M Stair; 7th Edition PHI
9	Names of newspapers, magazines, journals, etc. to be referred for better understanding of the course	Opsearch
10	Evaluation patterns for internal assessment (50 Marks) (such as projects, assignment, presentation, etc, and their weightage)	Comprehensive Test :25 Quizzes :15 Regular class room participation :10 Total : 50 For internal External Examination of 100 marks (3 Hrs.) will be as per University Pattern.
11	Expected number of hours to be spent by the students outside the class for the course	About 100 Hours. For every one hour class students are expected to spend two hours out side class for preparation and revision on a regular basis.
12	Any other relevant Information / Suggestion	–

Course Details

Name of Course: Fundamentals of Financial Management

Code of Course: FFM

1	Name of Course	Fundamentals of Financial Management
2	Description of Course	MBA-I / Sem. II / 50 hours
3	Code of Course	MBA-I / Sem. II/FFM
4	Objective of the Course	To Develop an Understanding of finance and enable the students to evaluate the firm's decision areas related to finance. Familiarize the students with analytical tools & techniques.
5	Content of Course	
	Module 1-5 hours 10% weightage	Introduction to Financial Management (Ch.1) The Financial System (Ch.2)
	Module 2-5 hours 10% weightage	The Time Value of Money (Ch.7) Valuation of Bonds and Stocks (Ch.8)
	Module 3-5 hours 10% weightage	Risk and Return (Ch 9) Cost of Capital (Ch.14)
	Module 4-5 hours 10% weightage	Sources of Long Term Fund (Ch.17) Raising Long Term Funds (Ch.18)
	Module 5-5 hours 10% weightage	Capital Structure (Theories) (Ch.19) Planning Capital Structure (Ch.20)
	Module 6-5 hours 10% weightage	Techniques of Capital Budgeting (Ch.11) Estimation of Project Cash Flows (Ch.12)
	Module 7-5 hours 10% weightage	Introduction to Working Capital Management (Ch.26) Cash Management (Ch.27) Sources of short term funds (Ch 30)
	Module 8-5 hours 10% weightage	Credit Management (Ch.28) Inventory Management (Ch.29)
	Module 9-5 hours 10% weightage	Dividend Policy (Ch.21) Dividend Decision (Ch.22)
	Module 10-5 hours 10% weightage	Value based management (Ch. 33) Introduction to International finance (Ch. 37)
6	Pedagogy of the Course	80% Lectures, 20% Case Study Refer to Item 12 for guidelines for paper-setters
7	Name and other details of textbook and other reading material	Financial Management – Theory and Practice by Prasanna Chandra, 6 th edition, Tata MacGraw-Hill Publishing Company Ltd.

8	Names & other details of reference books.	Financial Management – I. M. Pandey – 9 th Edition, Vikas Publication, Fundamental of Financial Management – 11 th Edition, James Van Horne & John M. Vachowicz, Jr. Pearson Education, LPE
9	Names of News papers, magazines, Journals, websites etc.	Economic Times, Business Standard, Business Line, Chartered Financial Analysis, Business Today, CFA Reader.
10	Evaluation pattern for Internal assessment (50%)	30% Internal Exam, 10% Quiz/Assignment, 10% Class Participation
11	Expected Number of hours to be spent by students	About 100 hours
12	Any other relevant information/suggestion	<u>Guidelines for paper-setters-</u> Minimum 50% weight for practical questions Minimum 30% weight for theory question. Paper setter should adhere to the above weightage's as per modules while setting the paper.

Course Details

Name of the Course : Human Resource Management (HRM)
 Code of the Course : HRM

1	Name of the Course	Human Resource Management
2	Description of the course (Year, semester, etc.)	MBA-I / Semester – II / Credit Full / 50 hours
3	Code of the course (Please indicate the year, semester and short name of the course)	MBA-I / SEM-II, HRM MBA 1 2 HRM
4	Objectives of the course :	a) To acquaint students to the various facts of managing people and to create an understanding of the various practices and policies of Human Resource Management. b) To help the students to understand and learn the concepts required for utilization and development of Human Resources.
5	Content of the Course 50 Hrs.	I : Human Resources Management by Gary Dessler (Module I to VI) II : Industrial Relations, Trade Unions & Labor Legislations by Sinha, Sinha and Shekhar (Module VII to X)
	Module I - 5 hours - 10% weight age	Ch. – 1: The Strategic Role of Human Resources Management.
	Module II - 5 hours - 10% Weight age	Ch. – 3: Job Analysis. Ch. – 4: HR Planning and Recruiting Ch. – 5: Employees Testing and Selection
	Module III - 5 hours - 10% Weight age	Ch. – 6: Interviewing Candidates Ch. – 7: Training and Developing Employees
	Module IV - 5 hours - 10% weight age	Ch. - 8: Managing Strategic Organizational Renewal Ch. - 9: Appraising and Managing Performance
	Module V - 5 hours - 10% weight age	Ch. – 10: Managing Career and Fair Treatment Ch. - 11: Establishing Strategic Pay Plans
	Module VI - 5 hours - 10% weight age	Ch. - 12: Pay for Performance and Financial incentives Ch. - 16: Managing Global Human Resources
	Module VII - 5 hours - 10% weight age	Ch. - 10: Industrial Relations – Definitions and Main Aspects Ch. – 12: Methods of settling Industrial Disputes Ch. - 13: Collective Bargaining
	Module VIII - 5 hours - 10% weight age	Ch. - 14: Labor Management Cooperation/Workers' Participation in Management Ch. - 32: International Labor Organization
	Module IX - 5 hours 10% weight age	Ch. - 21: Legislations Concerning Settlement of Industrial Disputes Ch. – 20: Trade Union Legislations
	Module X - 5 hours - 10% weight age	Contemporary topics: Ch. - 17: Payment of Wage Legislation Ch. - 18: Minimum Wage Legislation Ch. - 19: Equal Remuneration Legislation
6	Pedagogy of the course (such as 50% lectures, 20% case studies)	Lectures Supplemented with Case Discussions Presentations

7	Names and other details of text book/s such as publisher, editors, etc.	(I) Human Resources Management, Ninth Edition (or later) Gargy Dessler – Prentice Hall India / Pearson Education – 2003 Indian Reprint (ii) Industrial Relations, Trade Unions and Labor Legislations, First Indian Print 2004 (or later) Sinha, Sinha and Shekhar – Pearson Education
8	Names and other details of reference book/s such as publisher, editors, etc.	(I) Human Resource Management, Ninth Edition John M. Ivancevich – Tata McGraw Hill (ii) Managing Human Resources, Third Edition Gomez-Mejia, Balkin and cardy – Pearson Education (iii) Industrial Relations & Labor Laws, Fourth Revised Edition S.C.Srivastava – Vikas Publishing House Pvt Ltd
9	Names of newspapers, magazines, journals,etc. to be referred for batter understanding of the course	(I) HRM Review (ii) Indian Journal of Industrial Relations (iii) Man & Development (iv) Indian Journal of Training and Development
10	Evaluation patterns for internal assessment (50 Marks) (such as projects, assignment, presentation, etc, and their weightage)	As per existing system
11	Expected number of hours to be spent by the students outside the class for the course	50 hours
12	Any other relevant Information / Suggestion	Students may be required to attend and organize seminars / workshop etc. to get exposed to contemporary issues, problems, debates as existing in HR area.

Syllabus

Name of the course : **Production and Operations Management**
 Code of the course : **POM**

1.	Name of the course	Production and Operations Management
2.	Description of the course (year, semester, etc.)	MBA-I / SEMESTER-II / 50 Hrs.
3.	Code of the course (please indicate the year, semester and short name of the course)	MBA 1 2 MM
4.	Objective of the course to develop understanding regarding :	Introduction to the field of POM . Product and Process designs. Facilities and supply chain management. Strategic capacity planning , TQM and project management Contemporary issues.
5.	Contents of the course	50 hours.
	Module I – 5 hours – 10% weightage	Introduction to the field, operating strategy and competitiveness, Learning curve.
	Module II – 5 hours – 10% weightage	Project Management-introduction ,Project control charts ,Networking ,CPM,PERT, Time – cost model ,Project crashing
	Module III – 5 hours – 10% weightage	Process analysis, Product design and process Selection – manufacturing & service, Production process (i.e. welding, machining etc.)
	Module IV – 5 hours – 10% weightage	Facility location ,layout ,Production methods
	Module V – 5 hours – 10% weightage	Supply chain management – information in SCM, Suppliers, E-procurement, distribution, transportation and its methods Global supply chain management.
	Module VI – 5 hours – 10% weightage	Materials management ,inventory and its control techniques ,EOQ with discount, Storing
	Module VII – 5 hours – 10% weightage	Strategic capacity planning, Demand management Aggregate production planning, Aggregate service planning, Hierarchical and collaborative and collaborative planning.
	Module VIII – 5 hours – 10% weightage	Total quality management and statistical quality controls
	Module IX – 5 hours – 10% weightage	Work Study ,Techniques of WS ,Time study, Method study ,Recording techniques,
	Module X – 5 hours – 10% weightage	Contemporary issues : ERP ,JIT ,Lean production, BPR and SAP R/3
6.	Pedagogy of the courses (such as 50% lectures, 20% case studies, etc.)	Lectures-70% Presentation – 10% Project / Assign – 10% Case study – 10%

7.	Names and other details of text book/s such as publisher , edition ,etc.	1. Operation Management – Chase, Jacob & Aquilano, Tenth edition, TMHP. 2. Operation Management – Russell & Taylor IV Edition , Pearson
8.	Names and other details of text book/s such as publisher ,edition ,etc.	1. Production & Operation Management – Ashwathappa & Sridhar Bhatt, Himalaya Publishing House 2. Production & Operation Management – Thomas Morton- Thomson South Weston 3. Production & Operation Management - Adam & Eberts-PHI 4. Operation Management – Normal Gaither & G Frazier 9 th Edition , Thomson South Weston
9.	Names of newspapers , magazines , journals , etc. to be referred for better understanding of the courses	Economic Times , Times Of India , Business India
10.	Evaluation Pattern for Internal assessment (50 marks) (such as projects , assignment , presentation	According to exiting pattern of University
11.	Expected numbers of hours to be spent by the students outside the class for the courses	50 Hours
12.	Any other relevant information/suggestion	----

Course Details

Name of the course: **ECONOMIC ENVIRONMENT FOR BUSINESS**

Code of the course: EEB

1.	Name	ECONOMIC ENVIRONMENT FOR BUSINESS
2.	Description	MBA – I ; Sem – 2 / 50 Hrs.
3.	Code	I-2-EEB MBA 1 2 EEB
4.	Objective of the course	To create an awareness of the macroeconomic environment facing business organizations in India.
5.	Content	Notes: (1) Chapter numbers mentioned below correspond to the edition of the prescribed textbook mentioned in serial no. (7). (2) The coverage of the sub-topics of the syllabus will not exceed that provided in the chapters of the prescribed textbook.
	Module I – 5 hours – 10% weightage	PART I – AN OVERVIEW OF BUSINESS ENVIRONMENT Ch 1: A Glimpse of Business Environment Types of environment; Internal environment; External environment; Micro environment; Macro environment; Competitive structure of industries; Competitor analysis; Environmental analysis and strategic management Ch 2: Environmental Analysis and Forecasting Techniques for environmental analysis; Steps in environmental analysis; Types of environmental forecasting; Techniques for environmental forecasting; Benefits / importance of environmental analysis; Limitations of envt. forecasting Ch 3: Economic Environment Nature of the economy; Structure of the economy; Economic policies; Economic conditions
	Module II – 5 hours – 10% weightage	PART I – AN OVERVIEW OF BUSINESS ENVIRONMENT (continued) Ch 4: Political and Government Environment Functions of State; Economic roles of government; Government and legal environment; Economic roles of govt in India; The Constitutional environment Ch 5: Natural and Technological Environment Natural environment; Tech envt; Innovation; Technological leadership and follower ship; Technology and competitive advantage; Sources of technological dynamics; Time lags in tech. introduction/absorption; Appropriate tech and tech adaptation; Impact of tech on globalization; IT and marketing; Transfer of technology Ch 6: Demographic Environment Population size; Falling birth rate and changing age structure; Migration and ethnic aspects
	Module III – 5 hours – 10% weightage	PART II – BUSINESS AND SOCIETY Ch 7: Societal Environment Business and society; Objectives and importance of business; Professionalisation; Business ethics; Business and culture; Religion; Language; Culture and organizational behavior; Other social/cultural factors; Technological development and social change Ch 8: Social Responsibility of Business Classical and contemporary views; Social orientation of business; Factors affecting social orientation; Responsibilities to different sections; The Indian situation; Arguments for and against social

		<p>involvement; Social audit</p> <p>PART III – INDUSTRIAL POLICIES AND REGULATIONS Ch 11: Industrial Policy Industrial policy up to 1991; The new industrial policy; An evaluation of the new policy Ch 12: IDRA and Industrial Licensing Industries (Development and Regulation) Act; Industrial licensing; The new policy</p>
Module IV – 5 hours – 10% weightage		<p>PART III – INDUSTRIAL POLICIES AND REGULATIONS (Continued) Ch 13: Public, Private, Joint and Co-operative Sectors Public sector; Growth and performance of public sector; The new public sector policy; Organization of public enterprises; Government and parliamentary control over public enterprises; Pricing policy in public enterprises; Department of Public Enterprises; Nationalization; Private sector; Joint sector; The concept of national sector; Cooperative sector Ch 14: Privatization and Disinvestment Expansion of public sector and its defects; Privatization reaction; Ways of privatization; Obstacles; Conditions for success of privatization; Benefits of privatization; Arguments against privatization; Sins and pitfalls of privatization; Rangarajan Committee and Disinvestment; Privatization in India Ch 15: Village and Small Industries The VSI sector; Definitions; SMEs in other countries; Importance; Development of VSI under the Plans; Promotional measures; Institutional support structure; State industrial policies; Khadi and village industries; Ancillary industries; Drawbacks and problems</p>
Module V – 5 hours – 10% weightage		<p>PART III – INDUSTRIAL POLICIES AND REGULATIONS (Continued) Ch 16: Industrial Sickness Definition; Magnitude; Causes of sickness; Preventive and curative measures; Sick Industrial Companies Act Ch 17: Price and Distribution Controls Objectives of price and distribution controls; Price policy in India; Price controls; Indirect controls; Direct controls; Administered prices; Dual pricing; Subsidization; (The gist of) Essential Commodities Act; Other laws to control production, distribution and prices (list only); The public distribution system Ch 20: Competition Policy and Law Competition policy and law – nature and scope; Government policies and distortions to competition; Interface of FDI and competition law; Pre-requisites for a competition policy; Contours of competition law; Annexure to chapter on MRTP Act</p> <p>PART IV – THE FINANCIAL SYSTEM Ch 21: Monetary and Fiscal Policies (select portions from chapter) The Union Budget; State budgets; Finances of the Union and States; The Finance Commission; Importance of the budget Ch 22: Financial Market Structure Credit market; Foreign exchange market; Debt market; Derivatives market; Banc assurance Ch 23: Money and Capital Markets Meaning of money market; Constituents of a money market; Functions of money market; The Indian money market; Money market</p>

		instruments and constituents; Capital market – nature and constituents; Importance of capital market; Capital market in India; Nature of the Indian capital market; Development of the market
Module VI – 5 hours – 10% weightage		PART IV – THE FINANCIAL SYSTEM (continued) Ch 24: Stock Exchange and its Regulations Meaning; Importance and functions; Dealings on stock exchange; Speculation on stock exchange; Organization of stock exchanges in India; OTCEI; National Stock Exchange of India; Stock Holding Corporation of India; Regulation of stock exchanges – Securities Contracts (Regulation) Act; SEBI; Capital market reforms and developments Ch 25: Industrial Finance Short-term finance; Medium term finance; Long term finance; Ownership securities; Creditorship securities; New issues – marketing of securities; Underwriting of securities; Internal financing (ploughing back of profits); Public deposits; Commercial banks Ch 26: Industrial Financial Institutions Types of institutions; Types of assistance; IDBI; IFCI; ICICI; Industrial Investment Bank of India; Discount and Finance House of India; State Financial Corporations; State Industrial Development / Investment Corporations; Investment Institutions; Institutions for small industry; Commercial banks
Module VII – 5 hours – 10% weightage		PART V – ECONOMIC PLANNING AND DEVELOPMENT Ch 34: Planning in India The Planning Commission; The NDC; State plans; Formulation of the Plan; Performance Ch 35: Industrial Development Strategy Salient features of industrial planning and development; Capital goods vs. consumer goods; Roles of public and private sectors; Village and small industries; Comparative cost dynamics; Import substitution and export contribution; Capacity utilization; Regional disparities; An evaluation Ch 36: Planning and Development of Agriculture Phases of development; Expansion and development of inputs and services; Agricultural marketing; Agricultural price policy; Commodity exchange
Module VIII – 5 hours – 10% weightage		PART VI – GLOBAL ENVIRONMENT Ch 37: GATT/WTO and Global Liberalization Objectives; An evaluation of GATT; The Uruguay Round Agreement; GATT and WTO; Functions of WTO; Salient features of UR agreement; GATS; TRIMS; TRIPS; Evaluation of the Uruguay Round; UR agreement and developing countries; Implementation issues; UR agreement and India; Annexure to the chapter on the Doha Declaration Ch 38: International Investments Significance of foreign investment; Trade and investment; Types of foreign investment; Factors affecting international investment; Growth of foreign investment; Dispersion of FDI; Portfolio investments; Cross-border M&As; Foreign investment in India; Foreign investment by Indian companies
Module IX – 5 hours – 10% weightage		PART VI – GLOBAL ENVIRONMENT (continued) Ch 39: Multinational Corporations Definition and meaning; Organizational models; Dominance of MNCs; MNCs and international trade; Merits of MNCs; Demerits; Perspectives; Codes of conduct; Multinationals in India Ch 40: Globalization

		Globalization of world economy; Globalization of business; Meaning and dimensions; Features of current globalization; Globalization stages; Essential conditions for globalization; Foreign market entry strategies; Pros and cons of globalization; Policy options; Globalization of Indian business
	Module X – 5 hours – 10% weightage	PART VI – GLOBAL ENVIRONMENT (continued) Ch 41: Development and Regulation of Foreign Trade Regulation of foreign trade; Foreign Trade (Development and Regulation) Act; Export Import policy; Export promotion; Organizational setup; Production assistance; Marketing assistance; EPZs, EOUs, TPs and SEZs; Export houses and trading houses; An evaluation Ch 42: Foreign Exchange Management Act Objectives; Holding of foreign exchange etc; Current account transactions; Capital account transactions; Export of goods and services; Realization and repatriation of foreign exchange; Contravention and penalties; Administration of the Act; FERA and FEMA – a comparison
6.	Pedagogy of the course	70% lectures; 30% presentations by groups of students on contemporary issues in business environment (based on Economic Survey, RBI Report, Experts' Opinions in leading business periodicals on issues covered in the parts mentioned above, etc.).
7.	Names and other details of text book	Business Environment – Text and Cases; Francis Cherunilam; Himalaya Publishing House; (Revised Edition 2003) [Excluding chapters 9, 10, 18, 19, 27, 28, 29, 30, 31, 32, 33 of the 2003 edition] Alternate Textbook: Business Environment, Dr. Shaikh Saleem, Pearson (Expected in market by early 2005): Relevant topics as mentioned in 5 above
8.	Names and other details of reference book/s such as publisher, edition, etc.	Economic Survey, Government of India (Latest edition) Indian Economy, Mishra & Puri, HPH Indian Economy, Ruddar Datt & Sundharam, Sultan Chand India Development Report (latest), IGIDR World Development Report (latest), World Bank Human Development Report (latest), World Bank RBI Annual Report on Currency and Finance Government and Business, N K Sengupta, Vikas Money, Banking, International Trade and Finance, K P M Sundharam, S Chand & Sons
9.	Newspapers, magazines, journals, etc.	Business Standard, Business Line, Business India, Business World, Business Today, Financial Express, The Economic Times, etc.
10.	Evaluation pattern for internal	(as per existing pattern)
11.	Expected number of hours to be spent by the students ...	100 (applying a 'thumb rule' of twice the contact hours allotted to the course)
12.	Any other relevant information/ suggestion: IMPORTANT	Extensive use of contemporary publications such as Economic Survey, India Development Report, Human Development Report etc should be encouraged. It is recommended that students buy the latest available Economic Survey (in groups) and use the other reports from the respective institute libraries. Each chapter of the Economic Survey shall be used at the appropriate stage in the modules mentioned above. This can be given as student group assignments. Paper-setter should consider the pedagogy and coverage of the topics in the prescribed textbook while drawing up the question paper. Please read the notes mentioned in serial no. 5 above. In case of major revision of later edition of the prescribed textbook, it is recommended that a review meeting of respective faculty members be convened to rearrange the modules from the new edition.

Gujarat University

B. K. School of Business Management & MBA PG - SFI Centres (Full-Time)

Course Curriculum for MBA - II (from Batch 2005 onwards)

Comp/Elect.	Sr. No.	Semester-III
Compulsory Subjects	1	Strategic Management (SM)
	2	Management Control Systems (MCS)
	3	Business & Environment Laws (BEL)
Marketing	1	Advertising and Sales Promotion Management (ASPM)
	2	Consumer Behaviour (CB)
	3	Marketing Research (MR)
	4	Sales and Distribution Management (SDM)
Finance	1	International Finance (IF)
	2	Management of Financial Services (MFS)
	3	Corporate Tax Planning (CTP)
	4	Risk Management (RM)
HRM	1	Strategic Human Resources Management (SHRM)
	2	Organizational Development (OD)
	3	Contemporary Issues in HR (CIHR)
	4	Management of Industrial Relations (MIR)

Total 7 Courses each 50 hrs.

Course Details (Compulsory)

Name of course : Strategic Management

Code of course : SM

1.	Name of the course	Strategic Management
2.	Description of the course (Year, Semester, etc.)	MBA – II Year, Semester III / 50 Hrs.
3.	Code of the course (please indicate the year , semester and short name of the course)	MBA 2 3 SM
4.	Objectives of the course are to develop understanding regarding :	To introduce the student to competitive strategy and competitive advantage
5.	Contents of the courses	
	Module I - 5 hours -10% weightage	The structural analysis of Industries Generic Competitive Strategies
	Module II - 5 hours -10% weightage	The value chain and competitive advantage, competitive scope and value chain.
	Module III - 5 hours-10% weightage	Cost Advantage
	Module IV-5 hours -10% weightage	Differentiation
	Module V-5 hours – 10% weightage	Technology and competitive advantage
	Module VI-5 hours -10% weightage	Competitor selection
	Module VII-5 hours -10% weightage	Industry segmentation and competitive advantage
	Module VIII-5 hours -10% weightage	Inter relationship among business units horizontal strategy and achieving internal business
	Module IX-5 hours -10% weightage	complementary products and competitive advantage industry scenarios and competitive strategy
	Module X-5 hours – 10% weightage	Defensive strategy Attaching an industry leader
6.	Pedagogy of the courses (such as 50%lectures, 20% case studies, etc.)	70 % Lectures / Presentation 30% Case studies
7.	Names and other details of text book/s such as	Michael Porter, Competitive advantage N.Y. : The free press

	publisher ,edition ,etc.	
8.	Names and other details of reference book/s such as publisher ,edition ,etc.	Michael Porter, Competitive advantage N.Y. : The free press
9.	Names of newspapers , magazines ,journals ,etc. to be referred for better understanding of the courses	Economic Times, Financial Express, Business Today, Business India, Business World.
10.	Evaluation Pattern for internal assessment (50 marks) (such as projects , assignment, presentation	Presentation & Class Test for internal evaluation.
11.	Expected numbers of hours to be spent by the students outside the class for the courses	100 Hours
12.	Any other relevant Information/Suggestion	

COURSE DETAILS

Name of the Course : **Management Control Systems (MCS)**

Code of the Course : **MCS**

1.	Name of the course	Management Control System
2.	Description of the course (year, semester, etc.)	MBA – II / Semester – III/ Credit Full/ 50 hours
3.	Code of the Course	MCS
4.	Objective of the Course	This course provided knowledge, insight, and analytical skills related to how a corporation's senior executives design and implement the ongoing management control systems. To identify, analyse and sort out problems related to the implementation of strategy in any organization.
5.	Contents of the Course	
Module I	5 hours – 10% weightage	The Nature of Management Control Systems Understanding Strategies (Ch. 1,2) Case – 1.1 Nucor Corporation (A)
Module II	5 hours – 10% weightage	Behaviour in Organizations Strategic Planning (Ch.3,8) Case – 3.2 Nucor Corporation (B)
Module III	5 hours – 10% weightage	Responsibility Centres : Revenue and Expense centers Profit Centres (Ch.4,5)
Module IV	5 hours – 10% weightage	Transfer Pricing (Ch.6) Case – 6.3 General Appliance Corporation
Module V	5 hours – 10% weightage	Measuring and Controlling Assets Employed (Ch.7)
Module VI	5 hours – 10% weightage	1. Budget Preparation 2. Analyzing Financial Performance Reports (Ch.9,10)
Module VII	5 hours – 10% weightage	1. Performance Measurement 2. Management Compensation (Ch.11,12)
Module VIII	5 hours – 10% weightage	1. Controls of Differentiated Strategies 2. Multinational Organizations (Ch.13,15) Case – 13.3 New York Times
Module IX	5 hours – 10% weightage	1. Service Organizations

		(Ch.14) Case – 14.5 Chemical Bank
Module X	5 hours – 10% weightage	1. Management Control of Projects (Ch.16) Case – 16.1 Northeast Research Laboratory
6.	Peadogogy of the course	70% Lectures supplemented with Case Discussions of 20% and 10% Classroom discussion
7.	Name and other details of text book such as publisher, edition, etc.	Robert Anthony & Vijay Govindrajan (2004), Management Control Systems, 11 th Edition, Tata McGraw Hill, New Delhi
8.	Name and other details of reference books such as publisher, edition, etc.	1. Kenneth A. Merchant, Modern Management Control Systems : Text & Cases, Prentice Hall New Jersey 2. Joseph Maciariello & Calvin Kirby, Management Control Systems, PHI New Delhi 3. Subhash Sharma, Management Control Systems : Text & Cases, TMH, New Delhi
9.	Evaluation Pattern for internal assessment (50 Marks) (such as written exam, projects, assignments, presentations etc. and their weightage	As per existing system
10.	Expected Number of hours to be spent by the students outside the class for the course	50 hours
11.	Any other relevant information / Suggestion	

COURSE DETAILS

1. Name of course : **Business & Environment Laws**
2. Code of course : BEL

13.	Name of the course	Environment Management & Business Laws
14.	Description of the course (Year, Semester, etc.)	MBA – II / Sem. – III / 50 hrs.
15.	Code of the course (please indicate the year , semester and short name of the course)	MBA 2 3 BEL
16.	Objectives of the course are to develop understanding regarding :	<ol style="list-style-type: none"> 1. To sensitize the students as also help them appreciate the overall legal framework within which Legal aspects relating to business activities are carried out. 2. To create awareness in respect of rules and regulations affecting various managerial functions.
17.	Contents of the courses	
	Module I - 5 hours -10% weightage	Indian Contract Act – 1872 – Introduction, Essentials of a contract, Agreement and contract, Kinds of Agreements, Kinds of contracts, Proposal, Acceptance.
	Module II - 5 hours -10% weightage	Capacity to contract, Free consent, Performance of contract, Discharge of contract, Breach of contract.
	Module III - 5 hours-10% weightage	Law of Indemnity & guarantee, Law of Bailment & pledge, Law of Agency
	Module IV-5 hours -10% weightage	Negotiable Instruments Act – 1881 – Instruments, Parties to negotiable instrument, Discharge of parties from liabilities, Dishonour of Cheques.
	Module V-5 hours – 10% weightage	Sales of Goods Act – 1930 – Contract of sales conditions & warranties, Performance of Contract, Unpaid Seller, Breach of Contract. Consumer Protection Act, 1986 – Introduction, Consumer & consumer disputes, Consumer protection council, consumer disputes redressal agencies.
	Module VI-5 hours -10% weightage	Companies Act – 1956 – Company, Types of companies, Memorandum & Articles of Association
	Module VII-5 hours -10% weightage	Prospectus, meetings, appointments & removal of directors, membership of company, issue of capitals, amalgamation and reconstruction.
	Module VIII-5 hours -10% weightage	Patent Act – 1970 – Introduction, Patentable inventions, Application for patents, Procedure, Renewal of lapse of patent, Surrender & Revocation of patent, infringement of patents and remedies Trademarks – meaning, registration requirements, types of trademarks, remedies in case of infringement of trademarks.

	Module IX-5 hours -10% weightage	Copyright Meaning, coverage, rights of owner, remedies in case of infringement. Information Technology Act – 2000 – Introduction, Digital Signature, Electronic Governance, cyber crimes and remedies. Electronic records, Controlling and certifying authority, cyber regulation appellate tribunals.
	Module X-5 hours – 10% weightage	Environment Protection Act – 1986 – Introduction, Objects, Role of Courts in pollution control, Protection of environment, Powers of central Governments to protect environment, Location, Process & operation of industries, discharge of environmental pollutant in excess, Penalty, Cognizance of offences, Water pollution and Air pollution Acts
18.	Pedagogy of the courses (such as 50%lectures, 20% case studies, etc.)	Lectures-70% , Quiz/Presentation – 10% Project / Assign -10% Case study -10%
19.	Names and other details of text book/s such as publisher ,edition ,etc.	1. Business Laws for management K. R. Bulchandani, 3 rd Addition, Himalaya Publishing House, Bombay 2. Mercantile Law – N. D. Kapoor, Latest Edition Sultanchande & Company, New Delhi 3. Bare Acts where ever required.
20.	Names and other details of reference book/s such as publisher ,edition ,etc.	1. Mercantile Law, S. S. Gulsan 2 nd or Latest Edition. Excel Books. New Delhi.
21.	Names of newspapers , magazines ,journals ,etc. to be referred for better understanding of the courses	Economic Times ,Times of India ,Business India Business world etc.
22.	Evaluation Pattern for internal assessment (50 marks) (such as projects , assignment, presentation	According to existing pattern of University
23.	Expected numbers of hours to be spent by the students outside the class for the courses	50 Hours
24.	Any other relevant Information/Suggestion	----

Course Details (Marketing)

1. Name of the course : **Advertising and Sales Promotion Management**
2. Code of the course : **ASPM**

1.	Name of the course	Advertising and Sales Promotion Management
2.	Description of the course (year, semester, etc.)	To make understand students various facets of advertising and , public relation and sales promotion management.
3.	Code of the course (please indicate the year, semester and short name of the course)	Second Year , Third Semester, ASPM- Credit – Full- 50 hours ,
4.	Objective of the course	(a)To acquaint the students with concepts and techniques in the application for developing and designing an effective advertising and sales promotion program. (b) To sensitize students to the various facets of advertising , public relation and promotion management
5.	Content of the course	
	Module I – 5 hours – 10% weightage	Ch.1 Introduction to Integrated Marketing Communication Ch.2 The role of IMC in the Marketing Process
	Module II – 5 hours – 10% weightage	Ch.3 Organising for Advertising and Promotion; The role of ad agencies and other marketing Communication Organisations Ch. 4 Perspectives on Consumer Behavior
	Module III – 5 hours – 10% weightage	Ch. 5 The Communication Process Ch. 6 Source , Message and Channel Factors
	Module IV – 5 hours – 10% weightage	Ch. 7 Establishing Objectives and Budgetting for the Promotional Program Ch.8 Creative Strategy; Planning and Development Ch.9 Creative Strategy; Implementation and Evaluation

	Module V – 5 hours – 10% weightage	Ch. 10 Media Planning and Strategy Ch.11 Evaluation of Broadcast Media Ch.12 Evaluation of Print Media
	Module VI – 5 hours – 10% weightage	Ch.13 Support Media Ch.14 Direct Marketing
	Module VII – 5 hours – 10% weightage	Ch.15 The Internet and Interactive Media Ch.16 Sales Promotion
	Module VIII – 5 hours – 10% weightage	Ch.17 Public Relation, Publicity and Corporate Advertising Ch.18 Personal Selling Ch.19 Measuring the Effectiveness of the Promotional Program
	Module IX – 5 hours – 10% weightage	Ch.20 International Advertising and Promotion Ch.21 Regulation of Advertising and Promotion Ch.22 Evaluating the Social, Ethical and Economic Aspects of Advertising and Promotion.
	Module X – 5 hours – 10% weightage	Contemporary topics: <ol style="list-style-type: none"> 1. Usage and Impact on Children via advertisements 2. Ethics in Advertising 3. Sex in Advertising 4. Laws related to Deceptive Advertising 5. Impact of Glocalisation on advertising 6. Relevance and usage of Puffery in advertisement.
6.	Pedagogy of the course (such as 50% lectures, 20% case studies, etc.)	Lectures : 70% Project : 20% Case Studies : 10%
7.	Names and other details of text book/s such as publisher, editors, etc.	Advertising and Promotion; An Integrated Marketing Communications Perspective – Belch and Belch – 6 th ed, TMH
8.	Names and other details of reference book/s such as publisher, edition, etc.	<ol style="list-style-type: none"> 1. Integrated Advertising, Promotion and Marketing Communications – Clow and Black- PHI 2. Advertising and Sales Promotion – Kazmi and

Course Details (Marketing)

		<p>Batra- Excel Books</p> <p>3. Advertising Management – Batra, Myers and Aaker – Pearson Education</p> <p>4. Advertising, Sales and Promotion Management – S.A. Chunawalla – HPH</p>
9.	Names of newspapers, magazines, journals, etc. to be referred for better understanding of the course	<p>Magazine</p> <p>Pitch</p> <p>Business Today</p> <p>Business India</p> <p>Newspaper</p> <p>Economic Times Brand Equity</p> <p>Hindu Business Line - Catalyst</p>
10.	Evaluation pattern for internal assessment (50 marks) (such as projects, assignment, presentation, etc., and their weightage)	<p>Internal Exam : 60%</p> <p>Project : 20%</p> <p>Quiz : 20%</p>
11.	Expected number of hours to be spent by the students outside the class for the course	Minimum 20 – 25 hours
12.	Any other relevant information/suggestion	Students should be having ASPM Project as compulsory so that they can gain practical insights from the advertising industry.

Name of Course : Consumer Behaviour

Code of Course : CB

1	Name of Course	Consumer Behaviour	Remarks
2	Description of the Course (year, semester, etc)	CB/MBA-2/SEM 3	
3	Code of Course	MBA-IISem3/CB	
4	Objectives of the course	1. To make the participants understand the basic concepts of consumer behaviour	
		2. To understand the internal forces, external influences and processes that go on to affect consumer behaviour , the challenges generated for the marketers and the strategies which could be implemented.	
5	Content of the Course	Duration: 50 hours	
	Module 1 - 5 hours - 10% Weightage: 10% Chap: 1,2,3	1. Introduction: The Impact of the digital revolution on Consumer Behaviour 2.Consumer Research 3.Market Segmentation	
	Module 2 - 5 hours - 10% Weightage: 10% Chap: 4,5	4. Consumer Motivation 5. Personality and Consumer Behaviour	
	Module 3 - 5 hours - 10% Weightage: 10% Chap: 6,7	6.Consumer Perception 7.Consumer Learning	
	Module 4 - 5 hours - 10% Weightage: 10% Chap: 8,9	8.Consumer Attitude Formation and Change 9.Communication and Consumer Behaviour	
	Module 5 - 5 hours - 10% Weightage: 10% Chap: 10	10. Reference groups and Family Influences	
	Module 6 - 5 hours - 10% Weightage: 10% Chap: 11	11.Social Class and Consumer Behaviour	
	Module 7 - 5 hours - 10% Weightage: 10% Chap: 12,13	12.The Influence of Culture on consumer Behaviour 13.Subcultures and Consumer Behaviour (These two chapters are to be taught in Indian context)	
	Module 8 - 5 hours - 10% Weightage: 10% Chap: 14	14. Cross Cultural Consumer Behaviour:An International Perspective	
	Module 9 - 5 hours - 10% Weightage: 10% Chap: 15	15. Consumer Influence and Diffusion of Innovations	
	Module 10 - 5 hours - 10% Weightage: 10% Chap: 16	16. Consumer Decision Making and Beyond	
	Module 11 - 5 hours - This is only for classroom discussion and internal evaluation	Consumer behaviour modelling, Contemporary consumer trends of national and international level	

6	Pedagogy of Course	Lectures and Case study based discussions	
7	Name and other details of textbooks	"Consumer Behaviour", Leon Schiffman and Leslie Kanuk,(Latest edition), Pearson Education, Low price edition/ PHI	
8	Name of reference books	<p>Indian authors for reference:</p> <ol style="list-style-type: none"> 1. Consumer Behaviour,Text and Cases" by Satish Mishra and S.H.Kazmi, Excel Books 2."Conceptual Issues in Consumer Behaviour" by S. Ramesh Kumar, Pearson Education 3. "Consumer Behaviour in Indian perspective" by Suja R. Nair, Himalaya Publishing <p>Other important titles for reference:</p> <ol style="list-style-type: none"> 1. "Consumer Behaviour" by Solomon, latest edn, Pearson 2. "Consumer Behaviour" by Hawkins, Best, Coney, Latest edn, TMH 3. "Consumer Behaviour, Concepts and Applications, by Loudon and Della Bitta, latest edn, TMH 4. "Consumer Behaviour" by Blackwell, Miniard and Engel, latest edn, Thomson-Southwestern 	For Indian context, books listed by Indian authors can be used besides other contemporary study material.
9	Names of newspapers, magazines, journals to be referred for better understanding of the course	<ol style="list-style-type: none"> 1. Indian Journal of Marketing 2. ICFAI Marketing Management 3. Marketing Mastermind 4.Indian Management 5.Journal of Consumer Behaviour, Wiley & Sons 6.Journal of Consumer Research 	
10	Evaluation pattern for internal assessment(50marks) such as projects, presentation and their weightage	<p>Internal Exam: 30 marks</p> <p>Casestudy and Assignments: 10 marks</p> <p>Test: 5 marks</p> <p>Project: 5marks</p>	
11	Expected number of hours to be spent by the students outside the class for the course	40 hours	
12	Any other suggestion	Constant reading and monitoring of consumer trends in India and across the world is highly necessary. Students need to be in access to journals, periodicals and websites that inform them about the same.	
13	Recommended sites	<ol style="list-style-type: none"> 1. www.acnielsen.org.in 2. www.Trendwatching.com 	

Course Details (Marketing)

1. Name of the course: **Marketing Research**
2. Code of the course: **MR**

1.	Name of the course	Marketing Research
2.	Description of the course	This subject deals with the collection and analysis of data & information required for the marketing decisions. It explores methodology, tools, techniques and procedures required to be adapted by the practicing managers for marketing research.
3.	Code of the course (please indicate the year, semester and short name of the course)	MR, 2nd year MBA, Sem – III, Full Credit, 50 hours
4.	Objective of the course	<p>(a) to have an overview of the ever expanding role of Marketing Research in various business applications</p> <p>(b) To understand the scope of marketing research in designing and implementing successful marketing strategies.</p> <p>(c) To acquire an appreciation of various analytical techniques in marketing research</p> <p>(d) To acquaint the students in various statistical software used in Marketing Research</p>
5.	Content of the course	
	Module I – 5 hours – 10% weightage	<p><u>Introduction to Marketing Research</u> Foundation concepts of Marketing Research – the process, its nature Defining Marketing Research Problem, developing approach, components of the approach</p> <p>Ref: Chapter 1 and 2 of the text book</p>
	Module II – 5 hours – 10% weightage	<p><u>Research Design Formulation</u> Classification of research designs, overview of Exploratory Research, Descriptive Research and Causal Research and the relationships among the same.</p> <p><u>Exploratory Research Design</u> Objectives and overview, primary data versus secondary data, advantages and disadvantages of each, criteria for Evaluating secondary data, its classification,</p>

		<p>Internet and computer applications used to extract secondary data Use of Primary data, Qualitative research, its classification, Focus Group Interviews, Depth Interviews, Projective Techniques, Use of Internet and computers in Focus Group Interviews. Ref chapter 3,4 and 5 of the text book</p>
	<p>Module III – 5 hours – 10% weightage</p>	<p>Descriptive Research Design</p> <p>Survey methods – telephone methods, personal methods, mail methods, electronic methods- an evaluation of the same.</p> <p>Observation Methods- classification- evaluation.</p> <p>Causal Research Design</p> <p>Concept of causality, conditions, experimentation, variables, Classification of Experimental Designs, preexperimental design, true experimental design, quasi experimental designs, statistical design, Laboratory Versus Field Experiments, Limitations of experimentation</p> <p>Ref chapter 6 and 7 of the text book</p>
	<p>Module IV – 5 hours – 10% weightage</p>	<p>Measurement and Scaling – comparative scaling</p> <p>Primary Scales of Measurement – Nominal Ordinal Interval and Ratio, a comparison of scaling techniques, comparative scaling techniques-Paired Comparison, Rank</p>

		<p>Order, Constant Sum, Q- sort</p> <p>Non comparative Scaling</p> <p>Itemized Rating Scales- Likert, Semantic Differential Scale, Stapel Scale, Non comparative Itemized rating Scale Decisions, Multiitem Scales, Evaluation of Scales</p> <p>Ref chapter 8 and 9 of the text book</p>
	Module V – 5 hours – 10% weightage	<p>Questionnaire and Form Design</p> <p>Overview and Objectives , Questionnaire design process, Individual Question Content, overcoming inability to Answer, Overcoming Unwillingness to Answer, choosing question structure, choosing question wording , determining the order of questions, form and Layout, Reproduction of the Questionnaire, pretesting</p> <p>Ref chapter 10 of the text book</p>
	Module VI – 5 hours – 10% weightage	<p>Sampling design</p> <p>Sample design process, classification of sampling techniques, non probability sampling techniques, probability sampling techniques</p> <p>Sample Size determination</p> <p>Statistical approach, the confidence interval approach, multiple characteristics and parameters, probability sampling techniques, adjusting the statistically determined sample size, non response issues in sampling</p> <p>Ref Chapter 11 and 12 of the text book</p>
	Module VII – 5 hours – 10% weightage	<p>Data Collection and Preparation</p> <p>Field work – nature, training of field workers, supervision of field workers, validation of fieldwork, evaluation of field workers</p> <p>Data Preparation – process, questionnaire checking, editing, coding, transcribing, data cleaning, statistically adjusting the data, selecting a data analysis strategy</p> <p>Ref Chapter 13 and 14 of the text book</p>

	<p>Module VIII – 5 hours – 10% weightage</p>	<p>Frequency distribution, cross tabulation and hypothesis testing</p> <p>Statistics associated with frequency distribution, Hypothesis testing, general procedure for hypothesis testing, cross tabulations, statistics associated with cross tabulation, parametric tests, non parametric tests all for one sample, two independent samples and paired samples.</p> <p><i>Analysis of variance and covariance</i></p> <p>One way analysis of variance, n-way analysis of variance, analysis of covariance Ref chapter 15 and 16 of the text book</p>
	<p>Module IX – 5 hours – 10% weightage</p>	<p><i>Discriminant Analysis</i></p> <p>Basic concept, Relationship to regression and ANOVA, Basic Model, Statistics associated with it, Conducting Discriminant Analysis, Multiple Discriminant Analysis</p> <p><i>Factor Analysis</i></p> <p>Basic concept, Factor Analysis Model, Statistics Associated with Factor Analysis, Conducting Factor Analysis, Applications of Common Factor Analysis Ref Chapter 18 and 19 of the text book</p>
	<p>Module X – 5 hours – 10% weightage</p>	<p><i>Cluster Analysis</i></p> <p>Basic concept – applications, statistics and method of conducting cluster analysis Multidimensional Scaling and Conjoint Analysis</p> <p>Basic Concept – statistics- applications, method of conducting Multidimensional scaling Relationship of MDS, Factor Analysis and Discriminant Analysis, Conjoint Analysis- statistics, applications, method of conducting conjoint analysis.</p> <p><i>Report Preparation and Presentation</i></p> <p>Process, Report Format, Report writing, Guidelines for Tables, Graphs, Presenting a research report.</p>

		Ref Chapter 20,21 and 22 of the text book
6.	Pedagogy of the course (such as 50% lectures, 20% case studies)	70% lectures 20% case studies 10% role plays
7.	Names and other details of text book/s such as publisher, editors, etc.	Marketing Research- an applied orientation – by Naresh K. Malhotra, fourth Edition, Pearson Education /PHI Publications.
8.	Names and other details of reference book/s such as publisher, edition, etc.	<ol style="list-style-type: none"> 1. Marketing Research- Methodological Foundations by Gilbert A. Churchill, Jr. and Dawn Iacobucci, Eighth Edition, Thomson South western Publications 2. Exploring Marketing Research by William G. Zikmund, International Student Edition, Thomson South Western publication 3. Marketing Research – text and Cases – by Rajendra Nargundkar, second edition, Tata McGraw Hill Publication
9.	Names of newspapers, magazines, journals, etc. to be referred for better understanding of the course	Business Magazines, Journals for Marketing and Research
10.	Evaluation pattern for internal assessment (50 marks) (such as projects, assignment, presentation, etc., and their weightage)	Internal Examination: Marks 30 (60%) Quiz: Marks 5 (10%) Class Participation: Marks 5 (10%) Attendance: Marks 5 (10%) Assignment(s): Marks 5 (10%)
11.	Expected number of hours to be spent by the students outside the class for the course	Around 25 depending on the type of the assignment being undertaken.
12.	Any other relevant information / suggestion	Students should be encouraged to participate in the various live marketing research projects being offered by the corporate to get a hands-on-feel of the concepts learned in the classroom being implemented in the practice.

Course Details (Marketing)

Name of Course : **SALES & DISTRIBUTION MANAGEMENT**

Code of Course : MBAII, Sem III, SDM

1	Name of Course	SALES & DISTRIBUTION MANAGEMENT
2	Description of Course	MBAII/ Sem III, Credit- Full, 50 hrs.
3	Code of Course	MBAII, Sem III, SDM
4	Objective of the Course	<ul style="list-style-type: none"> a) To acquaint the students with the concepts, tools & techniques of sales and distribution management b) To develop skills of personal selling involving high involvement products c) To develop the skills of managing and leading a sales force d) To devise the suitable channels of distribution in the contemporary scenario e) To manage the performance of the channels in the changing environment
5	Content of Course	
	Module 1-5 hours 10% weightage	Understanding sales management Objectives, Sales management & marketing strategy, Selling strategies, Functions and structure of sales organization, Sales planning- Forecasting
	Module 2-5 hours 10% weightage	Personal selling- importance, Diversity of selling situations, Theories of selling, Steps in personal selling (Prospecting, Opening sales call, Developing the call)with role plays
	Module 3-5 hours 10% weightage	Personal selling -Steps in personal selling (Proposing a solution, Handling resistance, Closing) with role plays
	Module 4-5 hours 10% weightage	Sales Force Management Recruiting, selecting and training the sales force, Motivating and compensating salespeople, Sales meetings & contests,
	Module 5-5 hours 10% weightag	Sales Force Management -Evaluating & supervising, coaching and counseling sales personnel Controlling the sales effort -The sales budget, quotas,
	Module 6-5 hours 10% weightage	Controlling the sales effort -Sales territories, Sales control and cost analysis International sales management – case studies of few Indian companies managing sales in international markets
	Module 7-5 hours 10% Weightage	Marketing Channels- Functions and channel structures , Channel relationships, Channel design and implementation
	Module 8-5 hours 10% weightag	Channel design: demand, supply & competition- Service output and Supply side analysis, Membership issues, Gap analysis, Vertical integration
	Module 9-5 hours 10% weightage	Channel implementation and performance measurement- Channel power, managing channel conflicts, Channel implementation issues, Startegic alliances and legal constraints on channel policies in India
	Module 10-5 hours 10% weightag	Channel institutions- Retailing, Nonstore retailing, wholesaling, logistics and supply chain management,

		franchising
6	Pedagogy of the Course	40% Lectures, 10% Role plays 30% Case Study 20 % presentations
7	Name and other details of textbook and other reading material	Sales Management –Decisions, Strategies & cases By Still, Cundiff & Govoni, 5 th edition, PHI Marketing Channels by Stern, Ansary & Coughlan, 6 th edition, PHI / Pearson
8	Names & other details of reference books.	Selling & sales management by David Jobber & Lancaster, Pearson publishing Salesforce Management by Spiro, Stanchart & Rich Supply chain management by BS Sahay
9	Names of News papers, magazines, Journals, websites etc.	Sales & Marketing Management, Brand equity(ET), Strategist(Business Standard),
10	Evaluation pattern for Internal assessment (50 marks)	50% Internal Exam, 20% Assignment and presentations 30% Class Participation
11	Expected Number of hours to be spent by students outside the class for the course	About 75 hours
12	Any other relevant information/suggestion	Paper setter should ask minimum 50% application oriented questions and minimum 30% theory/concept questions.

Course Details (Finance)

Name of Course : International Finance

Code of Course : IF

1	Name of Course	International Finance
2	Description of Course	MBA-II / Sem. III/50 hours
3	Code of Course	MBA-II / Sem. III/IF
4	Objective of the Course	1) To acquaint students with fundamental concepts of International Finance and Exchange Rate Systems. 2) To acquaint students with tools, techniques and strategies to make international finance related decisions.
5	Content of Course	
	Module 1-5 hours 10% weightage	Globalization and the Multinational Firm (Ch.1) International Monetary System (Ch.2)
	Module 2-5 hours 10% weightage	Balance of Payments (Ch.3) The Market for Foreign Exchange (Ch.4)
	Module 3-5 hours 10% weightage	Exchange Arithmetic Forward Exchange contracts, Forward Exchange Rates based on cross rates, Inter bank deals, Execution of forward contract., Cancellation / Extension of forward contract (Ch. 8,9,10,11,12 from Jeevanandan)
	Module 4-5 hours 10% weightage	International Parity Relationship and Forecasting Foreign Exchange Rate (Ch.5) International Banking and Money Market (Ch.6)
	Module 5-5 hours 10% weightage	International Bond Market (Ch.7) International Equity Markets (Ch.8) Cash Management (Ch.18)
	Module 6-5 hours 10% weightage	Futures and Options on Foreign Exchange (Ch.9) Currency and Interest Rate Swaps (Ch.10)
	Module 7-5 hours 10% weightage	International Portfolio Investments (Ch. 11) Foreign Direct Investment and Cross-Border Acquisitions (Ch.15)
	Module 8-5 hours 10% weightage	Management of Economic Exposure (Ch. 12) Management of Transaction Exposure (Ch. 13) Management of Translation Exposure (Ch.14)
	Module 9-5 hours 10% weightage	Foreign Trade contracts and documents – Incoterms, Letters of Credit-Meaning and Mechanism, Types of Letters of Credit, Operation of a Letter of Credit (Ch.18, 19, 20, 21 from Jeevanandan)
	Module 10-5 hours 10% weightage	Finance of Foreign Trade – Financing Exports, Post-shipment Finance, Project Exports and Investment Abroad, Export-Import Bank of India, Export Credit Insurance, Financing Imports (Ch. 24, 25, 26, 27, 28, 29 from Jeevanandan)
6	Pedagogy of the Course	80% Lectures, 20% Case Study Refer to Item 12 for guidelines for paper-setters
7	Name and other details of textbook and other	International Financial Management – Eun / Resnick 3 rd edition, Tata MacGraw-Hill Publishing Company

	reading material	Ltd. Foreign Exchange & Risk Management C. Jeevanandan, Ninth Edition, Sultan Chand & Sons
8	Names & other details of reference books.	International Financial Management- P. G Apte-3 rd edition, PHI International Financial Management-Madhu Vij-2 nd edition, Excel Books International Financial Management-J. Madura-6 th edition. South Western Publications Multinational Financial Management-Alen Shapiro-John Wiley publications Foreign Exchange Handbook, H. P. Bhardwaj, 2 nd edition, Bhardwaj Publishing co.
9	Names of News papers, magazines, Journals, websites etc.	Economic Times, Business Standard, Business Line, www.rbi.org.in , RBI bulletin
10	Evaluation pattern for Internal assessment (50%)	30% Internal Exam, 10% Quiz/Assignment, 10% Class Participation
11	Expected Number of hours to be spent by students	About 100 hours
12	Any other relevant information/suggestion	<u>Guidelines for paper-setters-</u> Minimum 50% weight for practical questions Minimum 30% weight for theory question.

Course Details (Finance)

1. Name of course : **Management of Financial Services**
2. Code of the course : **MFS**

1	Name or the course	Management of Financial Services
2	Description	MBA-II/ Sem-III
3	Code of the course	MBA-II/SEM-III/MFS
4	Objective of the course	<p>(a) To enable the students to understand the working of Indian Financial System as a whole.</p> <p>(b) To provide an insight into the quality and range of the package of the financial services largely provided by the non-banking financial companies.</p>
5	Content of the Course	50 Hours
	Module I-5 hours-10% weightage (M Y Khan)	<ul style="list-style-type: none"> ▪ Non-Banking Financial Companies (Ch: 1) ▪ Factoring and Forfeiting (Ch: 6)
	Module II -5 hours-10% weightage (M Y Khan)	<ul style="list-style-type: none"> ▪ Hire Purchase Finance and Consumer Credit(Ch: 5) ▪ Theoretical and Regulatory Framework of Leasing (Ch: 2) ▪ Accounting/Reporting Framework and Taxation of Leasing(Ch:3) <p>NOTE: <u>Only Theory</u></p>
	Module III -5 hours-10% weightage (M Y Khan)	<ul style="list-style-type: none"> ▪ Housing Finance (Ch: 8) ▪ Bills Discounting (Ch: 7) ▪ Venture Capital Financing (Ch: 10)
	Module IV -5 hours-10% weightage (M Y Khan)	<ul style="list-style-type: none"> ▪ Issue Management: Intermediaries (Ch: 11) ▪ Issue Management: Activities/Procedures (Ch: 12)
	Module V -5 hours-10% weightage	<ul style="list-style-type: none"> ▪ Issue Management: Pre-Issue and Post Issue Obligations and Other Requirements (Ch: 13) (M Y Khan) ▪ Capital Market (Ch: 5) (Bharti V Pathak)
	Module VI -5 hours-10% weightage (Bharti V Pathak)	<ul style="list-style-type: none"> ▪ The Primary Market (Ch: 6) ▪ The Secondary Market (Ch: 7)
	Module VII -5 hours-10% weightage	<ul style="list-style-type: none"> ▪ Depositories and Custodians (Ch: 8) (Bharti V Pathak) ▪ The Debt Market (Ch: 9) (Bharti V Pathak) ▪ Stock Broking (Ch: 15) (M Y Khan)
	Module VIII-5 hours -10% Weightage (Bharti V Pathak)	<ul style="list-style-type: none"> ▪ Money Market (Ch: 4) ▪ Credit Rating (Ch: 13)
	Module IX -5 hours-10% weightage	<ul style="list-style-type: none"> ▪ Insurance Services (Ch: 9) (M Y Khan) ▪ Mutual Funds (Ch: 17)(Bharti V Pathak)

	Module X -5 hours- 10% weightage	<ul style="list-style-type: none"> ▪ *Commercial Banks and Industrial Finance: The Evolving Role (Ch. 11 IFS-M.Y.Khan) ▪ *Prudential /Exposure Norms and Securitization/Reconstruction of Financial Assets and Enforcement of Security Interest (Ch.12 IFS-M.Y.Khan) ▪ *Risk Management in Banks (Ch. 13 IFS-M.Y.Khan)
6	Pedagogy of the course	70% lectures, 30% Presentation / Discussion
7	Names and other details of text book	<ul style="list-style-type: none"> ▪ Financial Services, 3rd (third) edition, M Y Khan, Tata McGraw Hill ▪ Indian Financial System, 2nd (Second) edition, Bharti V Pathak, Pearson Education
8	Names and other details of reference books such as publisher edition etc,	<ul style="list-style-type: none"> ▪ Indian Financial System, 4th (Fourth) edition, M Y Khan, Tata McGraw Hill ▪ Indian Financial System, 2nd (Second) edition, H R Machiraju, Vikas Publishing House ▪ Financial Institutions and Markets, Meir Khon, Tata McGraw Hill ▪ Financial services and System, Dr. S Gurusamy, Vijay Nicole Pvt. Ltd.
9	Names of newspapers, magazines, journals, etc. to be referred	Business Standard, Economic Times, Business India, Economic Survey Report, RBI Bulletin, other finance related magazines
10	Evaluation pattern for internal	(As per existing pattern of University)
11	Expected number of hours to be spent by the students outside the class for the course	100 (applying a thumb rule of twice the contact hours allotted to the course)
12	Any other relevant information /suggestion	<ul style="list-style-type: none"> ▪ *For Module X, study material from the book 'Indian Financial System"-M Y Khan, 4th edition, TMH, to be given to students for reference purpose ▪ Students may be required to attend and organize seminars/workshops etc. to get exposed to current happenings and practices

Course Details (Finance)

Name of the course	Corporate Tax Planning (CTP)	Weightage
Description	MBA-II/ SEM-III/ 50 HOURS	
Objective	The main objective of this course is to acquaint the students with corporate taxation concepts and various tax planning devices leading to better grasp of the issues regarding corporate decision making.	
Module 1	Chapter 1- Basic concepts and History Chapter 2- Residential status & incidence of tax Charging section	10%
Module 2	Chapter 3- Incomes exempt from tax Chapter 4- Income under the head "Salary"	10%
Module 3	Chapter 6- Income under the head "Profits and gains of business or profession" Section 28 to 32	10%
Module 4	Chapter 6- Income under the head "Profits and gains of business or profession" Section 33 to 44	10%
Module 5	Chapter 7- Income under the head "Capital gains"	10%
Module 6	Chapter 9- Clubbing of Income Chapter 10- Set off and carry forward of losses	10%
Module 7	Chapter 11- Deductions from gross total income and computation of tax liability of companies Chapter 20- Tax deduction/collection at source Concept of Transfer pricing Concept of DTAA- Section 91,92	10%
Module 8	Tax planning basic concepts (Chapter 4 of Tax Planning and Management) Tax planning with respect to Setting up a new business (Chapter 5 of Tax Planning and Management)	10%
Module 9	Tax planning with respect to location and nature of business and amalgamation (Chapter 6, 7 and 13 of Tax Planning and Management)	10%
Module 10	Tax planning with respect to management/managerial decisions, employee remuneration. (Chapter 9,10 and 11 of Tax Planning and Management)	10%
Pedagogy of the course	80%- lectures 20%- case studies	
Text book	Students guide to Income Tax- V K Singhania Tax planning and management- V K Singhania	
Evaluation pattern for internal	(as per existing pattern)	
Paper setting	Paper setter should adhere to the Module's and the weight age mentioned above while drawing the paper. Paper setter should set the paper in such a manner that the student's have to attempt atleast 50% examples, problems or cases in the paper.	

Course Details (Finance)

1. Name of the course: **RISK MANAGEMENT**
2. Code of the course: **RM**

1.	Name of the course	RISK MANAGEMENT (RM)		
2.	<i>Course Description</i>	MBA-II / SEMESTER-III / 50 HOURS		
3.	<i>Code of the course</i>	MBA-II / SEMESTER-III / RM		
4.	<i>Objective of the course</i>	<ul style="list-style-type: none"> • Acquaint students with various types of business risks and the tools & techniques of managing such risks in order to control losses; • Discuss various financial derivatives in terms of their valuation, analysis and application for hedging; and • Appraise students of the recent innovations in derivatives and risk management 		
5.	<i>Content of the course</i>	<i>Coverage</i>	<i>Text Chap.</i>	<i>Ref. Chap.</i>
	<i>Module I – 5 hours – 10% weightage</i>	Introduction to Risk and Risk Management <i>(Ref. Book No. 8(a): Principles of Risk Management & Insurance – George E. Rejda)</i>		1,2,3
	<i>Module II – 5 hours – 10% weightage</i>	Introduction to Derivatives Futures and Forward Markets [*]	1 2	
	<i>Module III – 5 hours – 10% weightage</i>	Valuation of Futures & Forwards Hedging through Futures	3 4	
	<i>Module IV – 5 hours – 10% weightage</i>	Interest Rate Futures [*] Interest Rate and Currency Swaps	5 6	
	<i>Module V – 5 hours – 10% weightage</i>	Options Markets [*] Properties of Stock Options	7 8	
	<i>Module VI – 5 hours – 10% weightage</i>	Options Trading Strategies Stock Index and Currency Options	9 12	
	<i>Module VII – 5 hours – 10% weightage</i>	Futures Options Interest Rate Options	13 18	
	<i>Module VIII – 5 hours – 10% weightage</i>	Options Valuation & Binomial Trees The Black-Scholes Model	10 11	
	<i>Module IX – 5 hours – 10% weightage</i>	Greek Letters Value at Risk	15 16	
	<i>Module X – 5 hours – 10% weightage</i>	Contemporary Topics: (a) Exotic Options (b) Innovations in Derivatives (c) Derivatives Mishaps & Learning	19 20 21	

		[*] Cover Indian market structure and exchange-wise contract specifications from SEBI / NSE / BSE websites and/or reference book nos. 8(b) and 8(d) listed below	
6.	<i>Pedagogy of the course</i>	<ul style="list-style-type: none"> • 80% lectures; 20% case studies • Refer to Item 12 for guidelines for paper-setters 	
7.	<i>Names and other details of text book/s such as publisher, editors, etc.</i>	Futures and Options Markets <ul style="list-style-type: none"> - John C. Hull - 4th edition (2002) - Publisher: Pearson Education 	
8.	<i>Names and other details of reference book/s such as publisher, edition, etc.</i>	(a) Principles of Risk Management and Insurance <ul style="list-style-type: none"> - George E. Rejda - 8th edition (2003) - Publisher: Pearson Education (b) Futures and Options <ul style="list-style-type: none"> - Vohra & Bagri - 2nd edition (2003) - Publisher: Tata McGraw-Hill (c) Futures, Options and Other Derivatives <ul style="list-style-type: none"> - John C. Hull - 5th edition (2002) - Publisher: Pearson Education (d) Options and Futures: An Indian Perspective <ul style="list-style-type: none"> - Patwari & Bhargava - 3rd edition (2005) - Publisher: Jaico Publishing House (e) Risk Management and Insurance <ul style="list-style-type: none"> - Trieschmann, Gustavson, Hoyt - 11th edition (2001) - Publisher: Thomson South-Western (f) Derivatives Valuation and Risk Management <ul style="list-style-type: none"> - David A. Dubofsky and Thomas W. Miler - Oxford University Press 	
9.	<i>Names of newspapers, magazines, journals, etc. to be referred for better understanding of the course</i>	<ul style="list-style-type: none"> • Economic Times / Business Standard • Treasury Management • Financial Risk Management • NSE & BSE websites 	
10.	<i>Evaluation pattern for internal assessment (50 marks) (Such as project, assignment etc.)</i>	Component	
		Marks	
		Written Examination/s	30
		Quiz / Game / Assignments	10
		Class Participation	10
11.	<i>Expected number of hours to be spent by the students outside the class for the course</i>	100 hours	

12.	<i>Any other relevant information/suggestion</i>	<p>(a) Students must regularly track derivatives and spot market quotations, volumes, and trends</p> <p>(b) Students may obtain certifications offered by NSE and BSE to understand Indian derivatives markets structure and regulations better</p> <p>(c) <u>Guidelines for paper-setters-</u></p> <p>(i) Minimum 50% weight for practical questions</p> <p>(ii) Minimum 30% weight for theory questions</p>
-----	--	---

COURSE DETAILS (HRM)

Name of the course		Strategic Human Resource Management		
Code of the Course		MBA-2/Sem III/SHRM		
Course Objective		To help participants to develop and deepen their understanding of HRM in a strategic context as well as HRM's work to develop and maintain a competitive competence in organizations		
MODULE (WEIGHT AGE)	No. OF HOURS	CHAPTER /TITLE	Books to be referred	TOPICS
1. (10%)	5	1. An investment perspective of HRM	Jeffrey Mello	<ul style="list-style-type: none"> • Adopting an investment perspective • Factors influencing how "Investment Oriented" the Organization is.
2. (10%)	5	2. Trends affecting HRM	Jeffrey Mello	<ul style="list-style-type: none"> • Impact of Technology • Workforce Demographic changes and diversity
3. (10%)	5	3. Strategic Planning	Jeffrey Mello	<ul style="list-style-type: none"> • Models of strategy • The process of strategic Management Mission statement Analysis of environment Organization Self-assessment Establishing goals & objectives Setting strategy
4. (10%)	5	4. The Evolving/ strategic role of HRM	<ul style="list-style-type: none"> • Jeffrey Mello • Michael Armstrong 	<ul style="list-style-type: none"> • Strategic HR Vs Traditional HR • Barriers to strategic HR • Models of SHRM High-commitment mgmt High performance High involvement • Approaches to the development of HR strategies Best fit Bundling • Approaches to attaining strategic fit Competition strategy Organizational typology Life-cycle

				<ul style="list-style-type: none"> The strategic role of HR function <ul style="list-style-type: none"> HR specialist as Strategic partner As a business partner Key roles
5. (10%)	5	5. Human Resource Planning	<ul style="list-style-type: none"> Jeffrey Mello Michael Armstrong Anthony Williams 	<ul style="list-style-type: none"> Objectives of Human resource Planning Types of Planning <ul style="list-style-type: none"> Aggregate planning Succession Planning Forecasting Models Process of HR planning Planning By whom Link to business planning Hard & soft HRP Approaches to HRP Strategic Choices Nature of HRP Models of HRP
6. (10%)	5	6.Design & Redesign of Work systems	<ul style="list-style-type: none"> Jeffrey Mello 	<ul style="list-style-type: none"> Design of work systems Redesign of work Systems Understanding Change Managing change
7. (10%)	5	8. Staffing	<ul style="list-style-type: none"> Jeffrey Mello Anthony Williams 	<ul style="list-style-type: none"> Recruiting <ul style="list-style-type: none"> Strategic choices Temporary Vs Permanent Employees Internal Vs External Recruiting When & how extensively to recruit Methods of recruiting Selection <ul style="list-style-type: none"> Selection Process Interviewing Testing <ul style="list-style-type: none"> Reliability & validity in testing Types of selection test References International Assignments diversity
8. (10%)	5	9.Training & development	<ul style="list-style-type: none"> Jeffrey Mello Anthony Williams 	<ul style="list-style-type: none"> Benefits of training & development Strategic choice Training, development & performance improvement Training process Planning & strategizing training <ul style="list-style-type: none"> Need Assessment Objectives Design & delivery Evaluation Integrating training with performance management systems & compensation
9. (10%)	5	10.Performance Management & feedback	<ul style="list-style-type: none"> Jeffrey Mello Michael Armstrong Anthony Williams Christopher Mabey 	<ul style="list-style-type: none"> Performance Management & its purpose Process Strategic choice Strategy & Performance Appraisal Process

				<ul style="list-style-type: none"> • Performance management cycle • Use of the system • Who evaluates • What to evaluate • How to evaluate • Measures of Evaluation • Other consideration
10. (10 %)	5	13. Employee Separation	• Jeffrey Mello	<ul style="list-style-type: none"> • Reductions in force • Turnover • Retirement
Pedagogy	Lectures, Presentations And Case studies			
Text Book	Strategic Human resource management: Mello.A.Jeffrey, South-Western Thomson Learning Publication.2000			
Reference books	<ol style="list-style-type: none"> 1. H RM: A strategic Introduction: Mabey, Christopher, Salaman, Graeman and Storey John. Oxford blackwel Business, 1999. 2. Human Resource Management: A strategic Approach. Anthony Williams, Kacmar & Perrewe`, Harcourt College publishers, 2002. 3. Handbook of Strategic Human resource Management: A guide to action: Armstrong Michael, Published by Crest Publishing House In arrangement with Kogan Page Ltd. (India).2003. 			
Other Readings	Journals and magazines in HRM Like human capital			
Evaluation pattern for internal assessment	30- Comprehensive tests 10- Quiz 10- Assignments			
Total Hours of teaching	50 Hrs			

Course Details (HRM)
Course Syllabus for Organization Development
(H.R. Elective)

Course Details:

- ❑ **Name of the Course** : Organization Development (OD)
- ❑ **Semester** : M.B.A Semester III
- ❑ **Category (core /elective)** : Human Resource Elective
- ❑ **Total Marks** : 100
- ❑ **Total Teaching hours** : 50
- ❑ **Text Book for the course** : Organization Development by French W and Bell C. **Adapted by Vohra (latest Low price ADAPTED Indian edition)** Pearson Education , New Delhi

Objectives of the course:

- ❑ To help students understand organizational processes
- ❑ To help the students understand the individual processes
- ❑ To help understand the context of change and organizational development
- ❑ To help the students develop ability to design interventions
- ❑ To help the students develop the ability to evaluate the impact of the interventions
- ❑ To help the students understand the issues and concerns involved in organizational development interventions.

Breakup of the course content:

The entire course is divided into 10 modules spread across 50 hours. Each module will include 5 hours of teaching. The course content is as follows:

Module	Number of hours	Weightage	Chapters	Proposed Content
I	7 hours	15 %	F & B : Ch1,2,3	<ul style="list-style-type: none"> ❑ Field of OD ❑ Definitions of OD ❑ History of OD ❑ Values, Assumptions and beliefs of OD
II	5 hours	10 %	F & B : Ch. 5,6	Foundations of OD Managing OD Processes
III	5 hours	10 %	F & B : Ch 7,8	Action Research and OD Overview of OD Interventions
IV	5 hours	10 %	F & B : Ch 9,10 Ref : Part III of Cummings and Worley; South Western	Human Process Interventions <ul style="list-style-type: none"> ❑ Individual interventions ❑ Team interventions ❑ Inter-group interventions
V	5 hours	10 %	F & B : Ch 13	Human Process Interventions <ul style="list-style-type: none"> ❑ Training Experiences
VI	5 hours	10 %	F & B : Ch 11	Comprehensive OD interventions
VII	5 hours	10 %	F & B : Ch 12 Ref : Part IV of Cummings and Worley; South Western	Structural interventions
VIII	5 hours	10 %	F & B : Ch 14	Issues in Consultant-Client Relationships
IX	5 hours	10 %	F & B : Ch 16	Power, Politics and OD
X	3 hours	5 %	F & B : Ch 18	Future of OD

Pedagogy :

The pedagogy will include lecture method, presentations, individual and group assignments, case discussions etc. 80 % class room teaching and 20 % for case discussions etc.

Books and Reading Material for the course:

Text book	:	Organization Development by French W and Bell C., Adapted by Vohra (latest Low price ADAPTED Indian edition) Pearson Education , New Delhi
Refernce Books	:	<ul style="list-style-type: none"> ▪ Essential of OD and Change by Cummings T and Worley C, SouthWestern. ▪ O.D Interventions and Strategies : edited by S Ramanarain, T.V. Rao, Kuldeep Singh, Response books, Sage Publications. ▪ Managing Change and Organization Development by S.K. Bhatia, Deep and Deep Publications, New Delhi.
Magazines	:	<ol style="list-style-type: none"> 1. Indian Management 2. Management Review – IIM Banglore 3. Vikalp – IIM Ahmedabad 4. Human Capital

Course Details (HRM)

Name of the Course: Contemporary Issues in Human Resources
Code of the Course: CIHR / MBA-II / SEM - III

Name Of the Course	Contemporary Issues in Human Resource Management		
Code of the Course	MBA-II / Sem-III / CIHR / 50 Hrs.		
Course Objective	1. To help students understand various emerging trends in HRM 2. To help students to understand contemporary issues in managing people.		
Course Details:			
Module Weightage	No. Of Hourse	Chapter No & Title & Topic	Remarks
I (10%)	5 Hours	Contemporary Environment of HRM	
II (10 %)	5 Hours	Quality of Work Life and Productivity	
III (10 %)	5 Hours	Human Resource Information System	
IV (10 %)	5 Hours	Outsourcing	
V (10 %)	5 Hours	Knowledge Management	
VI (10 %)	5 Hours	HR in Mergers and Acquisitions	
VII (10 %)	5 Hours	Learning Organizations Virtual Organizations and emerging HR issues	
VIII (10 %)	5 Hours	Rationalizing HR	
IX (10 %)	5 Hours	Identity issues (Indian Context)	
X (10 %)	5 Hours	People’s Capability Maturing Model (PCMM)	
Pedagogy	Lectures. Class Presentations. Case Discussions. Individual and Group Project work		
Text Books	1) Contemporary HRM – Prentice Hall Publications 2) Contemporary Issues in HRM by Schuster, McGraw Hill Publishers, 1995 3) HRD in New Millenium by Udai Pareek and V Sisodia, Tata McGrawHill publishers 4) Organizing Unorganized Labour by Dr. Vidyut Joshi, Oxford and IBH Publishing House, New Delhi.		
Reference Books	Reference material from different books, magazines, journals etc. will be compiled and circulated among the students.		

Other Readings	<ol style="list-style-type: none"> 1) Indian Management 2) Management Review- IIM Banglore 3) Vikalp- IIM Ahmedabad 4) Human Capital
Evaluation Pattern	As per existing Pattern
Student Hours on Course work outside the class room	50 Hours

Course Details (HRM)

Name Of the Course	Management of Industrial Relations			
Code of the Course	MBA-II/Sem-III/HRD			
Course Objective	1. To help students understand the legal implications in Human Resource Management. 2. To help students to understand and handle industrial relations.			
Course Details:				
Module Weightage	No. Of Hourse	Chapter No & Title	Topic	Remarks
I (10%)	5 Hourse	Industrial Relations	Meaning, Definitions, Characteristics, Factors Affecting IR, Approaches to IR, Participation in IR, Objectives of IR and Human Relations, IR and Productivity, Various Dimensions of IR	Dynamics of Industrial Relations- C.B. Matoria, 15 th edition, Himalaya Publishing House
II (10 %)	5 Hours	Industrial Disputes Act, 1947 Bombay Industrial Relations Act(In Brief)	Introduction, Objectives, Definitions, Authorities under ID Act – Works Committee, Conciliation officer, Court of Enquiry, Labour Court, Industrial Court, National Tribunal. Arbitration, Strikes, Layoff, Retrenchment. Provisions, Types of Unions as per BIR Act	Industrial Laws, N.D. Kapoor, Sultan Chand & Co, New Delhi Taxman’s Labour Law, Taxmann Allied Services (P) Ltd., New Delhi Industrial Laws, N.D. Kapoor, Sultan Chand & Co, New Delhi Taxman’s Labour Law, Taxmann

				Allied Services (P) Ltd., New Delhi
III (10 %)	5 Hours	Industrial Employment Standing Order Act, 1946	Introduction, Objects, Definitions, Submission of draft of standing orders, pre-requisites for certification of standing orders, Model Standing Orders, Procedure for approval of Standing orders, Appeal, Modification of Standing Orders, Certifying Officer, Appointment power and duties, Power to make rules	Industrial Laws, N.D. Kapoor, Sultan Chand & Co, New Delhi Taxman's Labour Law, Taxmann Allied Services (P) Ltd., New Delhi
IV (10 %)	5 Hours	Trade Unions Trade Union Act, 1926	Introduction, meaning, definitions, nature of trade unions, reasons for joining trade unions, objectives, trade union movement in India, problems of trade union, suggestions, National Commission on 2 nd Labour for Strengthening trade unions. Objects, definitions, appointment of registrar, Registration and Cancellation of registration, appeal, rights and Privileges of a registered TU, duties and liabilities, amalgamation of TUs, Dissolution of unions, power to make regulation	Dynamics of Industrial Relations- C.B. Mamoria, 15 th edition, Himalaya Publishing House Industrial Laws, N.D. Kapoor, Sultan Chand & Co, New Delhi Taxman's Labour Law, Taxmann Allied Services (P) Ltd., New Delhi
V (10 %)	5 Hours	Factories Act, 1948	Objects, definitions, Provisions regarding Health, safety, Welfare of workers, restriction on employment of women and Children, holidays, leave, over time	Industrial Laws, N.D. Kapoor, Sultan Chand & Co, New Delhi Taxman's Labour Law, Taxmann Allied Services (P) Ltd., New

				Delhi
VI (10 %)	5 Hours	Mines Act Shops and Establishment Act, 1948	Provisions regarding health, Safety, Welfare, Working conditions, Leaves, Holidays etc Objects, definitions, Authorities, Registration etc	Industrial Laws, N.D. Kapoor, Sultan Chand & Co, New Delhi Taxman's Labour Law, Taxmann Allied Services (P) Ltd., New Delhi
VII (10 %)	5 Hours	Contract labour Act, 1970	Application, Establishments, definitions, jurisdiction of government, Central and State advisory boards, registration of establishment, prohibition of contract labour, licensing of contractor, welfare provisions, liabilities of the Principle employer. Inspecting Staff	Industrial Laws, N.D. Kapoor, Sultan Chand & Co, New Delhi Taxman's Labour Law, Taxmann Allied Services (P) Ltd., New Delhi
VIII (10 %)	5 Hours	Collective Bargaining	Introduction, Definitions, Characteristics, Process of CB, Pre-requisites of a Successful CB, Functions of CB, Factors Obstructing CB, CB in India, Assessment of CB in India, Suggestions for better functioning of CB	Dynamics of Industrial Relations- C.B. Mamoria, 15 th edition, Himalaya Publishing House
IX (10 %)	5 Hours	Workers' Participation In Management	Statutory and Non Statutory Forms of WPM- Concept, evolution of WPM, Objectives, Forms and level of WPM, Sachar Committee and Verma	Dynamics of Industrial Relations- C.B. Mamoria, 15 th

			Committee on WPM, Forms of WPM in India, Evaluation of WPM in India, Necessary conditions for effective working of WPM	edition, Himalaya Publishing House
X (10 %)	5 Hours	Discipline Grievance Handling	Meaning and definitions, Characteristics, Objectives of discipline, types of discipline, principles, procedure for disciplinary action, punishment intervention by a tribunal, code of discipline in India Grievance Handling: Meaning, definitions, Causes, Importance of grievance handling, Grievance handling procedure, responsibility	Dynamics of Industrial Relations- C.B. Mamoria, 15 th edition, Himalaya Publishing House
Pedagogy	Lectures. Class	Presentations. Case	Discussions. Individual and Group	Project work
Text Books	1) Dynamics of Industrial Relations- C.B. Mamoria, 15 th edition, Himalaya Publishing House 2) Industrial Laws, N.D. Kapoor, Sultan Chand & Co, New Delhi 3) Taxman's Labour Law, Taxmann Allied Services (P) Ltd., New Delhi			
Reference Books	1) HRM & Industrial Relations, Dr. Jayshree Thakore & Dr. R.K.Balyan 2) Industrial Relations & Labour Laws, S.C. Srivastava, Vikas Publication 3) HRM and Industrial Relations, Subba Rao, Latest Edition, Himalaya Publishing House 4)			
Other Readings	1. Indian Management 2. Management Review- IIM Bangalore 3. Vikalp- IIM Ahmedabad 4. Human Capital			
Evaluation Pattern	As per existing Pattern			
Student Hours on Course work outside the class room	50 Hours			

Gujarat University

B. K. School of Business Management & MBA PG - SFI Centres (Full-Time) Course Curriculum for MBA - II (from Batch 2004 onwards)

Comp/Elect.	Sr. No.	Semester-IV
Compulsory Subjects	1	Corporate Strategy (more of less the same as the existing Strategic Management-II)
	2	Entrepreneurship Development (more or less same as the existing course on EMI)
	3	Technology and Business (new course)
	4	Project Study
Mkg. Ele.	1	Services Marketing
	2	International Marketing
	3	Strategic Brand Management
Finance	1	Security Analysis and Portfolio Management
	2	Strategic Financial Management
	3	Mergers and Acquisitions
HRM	1	Human Resource Development (HRD)
	2	International Human Resources Management
	3	Compensation Management

Total 7 Courses each 50 hrs.

Course Details (Compulsary)

1. Name of course : Corporate Strategy
2. Code of course : CS

1	Name of the course	Corporate Strategy
2	Description of the course (Year, Semester, etc.)	MBA – II Semester – IV
3	Code of the course (please indicate the year , semester and short name of the course)	MBA 2 4 CS
4	Objectives of the course are to develop understanding regarding :	Development of Corporate Strategy in the conducts of the external environment, resources and stake holders expectations. (Both the Strategy formulation and implementation)
5	Contents of the courses	
	Module I - 5 hours -10% weightage	Introduction : understanding strategy development.
	Module II - 5 hours -10% weightage	Analysis of the environmental forces.
	Module III - 5 hours-10% weightage	Analysis of resources.
	Module IV-5 hours -10% weightage	Stake holder expectations and purposes.
	Module V-5 hours – 10% weightage	Corporate level strategy.
	Module VI-5 hours -10% weightage	Business level strategy.
	Module VII-5 hours -10% weightage	Directions and Methods of strategy development.
	Module VIII-5 hours -10% weightage	Organizing for success.
	Module IX-5 hours -10% weightage	Enabling success.
Module X-5 hours – 10% weightage	Managing Strategic change.	
6	Pedagogy of the courses (such as 50%lectures, 20% case studies, etc.)	Lectures & Case Studies.
7	Names and other details of text book/s such as publisher ,edition ,etc.	Exploring Corporate Strategy, By Gerry Johnson & Kevan Scholes, (latest edition)
8	Names and other details of reference book/s such as publisher ,edition ,etc.	Thomson & Strickland, Strategic Management – Tata McGraw – Hill (Latest edition)
9	Names of newspapers , magazines ,journals ,etc. to be referred for better	Economics Times, Financial Express, Business Standard, Business Today, Business India, Business World, etc.,

	understanding of the courses	
10	Evaluation Pattern for internal assessment (50 marks) (such as projects , assignment, presentation	Internal Examination, Projects & Case Presentation.
11	Expected numbers of hours to be spent by the students outside the class for the courses	100 hours
12	Any other relevant Information/Suggestion	

Course Details

ENTREPRENEURSHIP DEVELOPMENT (General Paper – Sem. IV)

1.	Name	Entrepreneurship Development
2.	Description	MBA – II; Semester – IV; Full Credit
3.	Code	II-4-EM
4.	Objective of the course	The purpose of this course is to generate a new breed of entrepreneurs on an ongoing basis. This course will create in them the necessary knowledge, attitudes, skills and competence to start and manage a new enterprise. It will also train them to be innovative in creating and managing business units started by them and manage change.
5.	Content	Notes: (1) Chapter numbers mentioned below correspond to the edition of the prescribed textbook mentioned in serial no. (7), unless otherwise mentioned. For eg. Ch 3 JAIN is Chapter 3 of P.C. Jain's Handbook for New Entrepreneurs (2) The coverage of the sub-topics of the syllabus will not exceed that provided in the chapters of the prescribed textbook.
	Module I – 5 hours – 10% weightage	PART I – INTRODUCTION <ul style="list-style-type: none"> • The Nature and Importance of Entrepreneurs (Ch 1) • International Entrepreneurship Opportunities (Ch 4)
	Module II – 5 hours – 10% weightage	PART II – ENTREPRENEURIAL QUALITIES <ul style="list-style-type: none"> • The Entrepreneurial and Intrapreneurial Mind (Ch 2) • The Individual Entrepreneur (Ch 3)
	Module III – 5 hours – 10% weightage	PART III– CREATING AND STARTING THE VENTURE - I <ul style="list-style-type: none"> • Creativity and the Business Idea (Ch 5) • Legal Issues for the Entrepreneur (Ch 6 – Intellectual Property and Patents ONLY)
	Module IV – 5 hours – 10% weightage	PART IV– CREATING AND STARTING THE VENTURE - II <ul style="list-style-type: none"> • How to Identify and Select a Good Business Opportunity (Ch 4–Jain) • The Business Plan (Ch 7)
	Module V – 5 hours – 10% weightage	PART V – CREATING AND STARTING THE VENTURE - III <ul style="list-style-type: none"> • You and Your Market (Ch 7 - Jain) • Managing for Production and Productivity (Ch 8 – Jain)
	Module VI – 5 hours – 10% weightage	PART VI – <ul style="list-style-type: none"> • Sources of Support for Entrepreneur (Ch 3 – Jain) • The Financial Plan (Ch 9)
	Module VII – 5 hours – 10% weightage	PART VI – FINANCING THE NEW VENTURE <ul style="list-style-type: none"> • Sources of Capital (Ch 11) • Informal Risk Capital and Venture Capital (Ch 12)
	Module VIII – 5 hours – 10% weightage	PART VIII – MANAGING AND GROWING THE NEW VENTURE - I <ul style="list-style-type: none"> • Preparing for the New Venture Launch : Early Management Decisions (Ch 13) • Managing Early Growth of the New Venture (Ch 14)
	Module IX – 5 hours – 10%	PART IX – MANAGING AND GROWING THE NEW VENTURE - II

	weightage	<ul style="list-style-type: none"> • New Venture Expansion Strategies and Issues (Ch 15) • Going Public (Ch 16)
	Module X – 5 hours – 10% weightage	<p>PART X: MANAGING AND GROWING THE NEW VENTURE - III</p> <ul style="list-style-type: none"> • Knowing your Goals (Ch 10 – Jain) • Plan for Survival and Growth (Ch 12 – Jain)
6.	Pedagogy of the course	60% lectures; 40% presentations by groups of students on Theoretical and contemporary issues in Entrepreneurship
7.	Names and other details of text book	<ul style="list-style-type: none"> • Entrepreneurship (Fifth Edition 2002); Robert Hisrich, Michael Peters; TMH • Handbook for Entrepreneurs (1998); P. C. Jain; Oxford University Press
8.	Names of reference book/s	<ul style="list-style-type: none"> • Entrepreneurship : New venture creation by David Holt Prentice Hall of India Pvt. Ltd. Latest Edition • Project Management by Prasana Chandra • The Origin and Evaluation of new business by Amar V. Bhide- Oxford • Entrepreneurship Strategies and resources by Dollinger – Irwin • Entrepreneurs Talent Temperament Technique by Bill Bolton and John Thompson- 2nd Edition-Elsevier
9.	Newspapers, magazines, journals, etc. to be referred	<p>Business Standard, The Economic Times, Financial Express Business Today / India / World The journal of Entrepreneurship. Entrepreneurship and regional development. Entrepreneurship Theory and Practice. Journal of Business venturing. Small enterprise development.</p>
10.	Evaluation pattern for internal	<p>30% Internal Examination 10% Presentations and Assignments 10% Class Participation</p>
11.	Expected number of hrs to be spent by the students outside the class for the course	100 (applying a ‘thumb rule’ of twice the contact hours allotted to the course)
12.	Any other relevant information/suggestion	<p>(1) Wherever Indian Context is required, we recommend referring the reference book by Indian authors. Especially in Module V, VI, & VII.</p> <p>(2) Paper-setter should consider the pedagogy and coverage of the topics in the prescribed textbook/s while drawing up the question paper.</p> <p>(3) In case of major revision of edition of the prescribed textbook, review meeting of respective faculty members is strongly recommended to rework on the module.</p>

Course Details

Name of the course : **Business and Technology**

Code of the course : **BT**

1.	Name of the course	Business and Technology
2.	Description of the course (year, semester, etc.)	2nd year MBA, Sem – IV, Full Credit, 50 hours
3.	Code of the course (please indicate the year, semester and short name of the course)	BT
4.	Objective of the course	<p>(a) To understand the use of technology to design and structure the organisation</p> <p>(b) Knowing about the creation of alliances and partnerships that include electronic linkages</p> <p>(c) Identifying information and use of technology for Business Initiatives.</p> <p>(d) Understanding the role of technology in under the current scenario of collaborations and clusters.</p>
5.	Content of the course	
	<p>Module I – 5 hours – 10% weightage</p>	<p>Business and Technology Overview</p> <p>Achieving Business Success through Information Technology, Managing Information for Business Initiatives, Enhancing Business Decisions, Collaborative Partnerships – overview Ref. Chapter 1 of the text book</p> <p>Computer Technology</p> <p>Categories of Computer – PDAs, Notebook, Tablet Pc, Desktop, etc, Application Software such as personal productivity , Vertical and Horizontal Market Software, Making business decisions regarding the same. Ref: Plug in T1 of the text book.</p>

	Module II – 5 hours – 10% weightage	<p><u>Strategic Initiatives for Technology</u> Supply Chain Management, Customer Relationship Management, Enterprise Resource Planning, Technological impact on the same. Measuring success of strategic initiatives by Benchmarking, Determining technology effectiveness Ref: Chapter 3 and 4 of the text book</p>
	Module III – 5 hours – 10% weightage	<p>Organisational Structures and Role of Technology</p> <p>IT Roles and Responsibilities, the gap between Business Personnel and IT Personnel, Fundamental Support Structures- Ethics and Security</p> <p>Ref Chapter 5 of the Text book</p> <p>Ethics</p> <p>Ethics and Information, Ethical Computer Use Policy, Information Privacy Policy, Acceptable Use Policy, E-Mail Privacy Policy, Internet Use Policy, Monitoring Technologies, Employee Monitoring Policies</p> <p>Ref Plug-in B2 of the text book</p>
	Module IV – 5 hours – 10% weightage	<p><u>Technology and Supply Chain Management</u> Supply Chain Strategies, drivers, Facility Drivers, Inventory Drivers, Transportation Drivers, Information Drivers, Applying a Supply Chain Design, Future Trends Ref: Plug-in B3 of the text book Using Supply chain management to enhance</p>

		<p>decision making, Supply Chain management success factors</p> <p>Ref: Chapter 10 of the text book</p>
	Module V – 5 hours – 10% weightage	<p><u>Customer Relationship Management</u></p> <p>The evolution of CRM, operational CRM, , Marketing, Operational, Sales Customer service, Analytical CRM</p> <p>Current Trends: SRM, PRM AND ERM, Future Trends</p> <p>Ref: Plug-in B4 of the Text book</p> <p>Growth of CRM, Using Analytical CRM to Enhance Decisions, Success Factors for CRM</p> <p>Ref Chapter 11 of the text book</p>
	Module VI – 5 hours – 10% weightage	<p><u>Enterprise Resource Planning</u></p> <p>Core and Extended ERP component, ERP Benefits and Risks, the Future of ERP, Wireless Technology</p> <p>Ref: Plug-in B5 of the text book</p> <p>The connected corporation, integrating SCM, CRM and ERP</p> <p>Ref: Chapter 12 of the text book</p>
	Module VII – 5 hours – 10% weightage	<p><u>Creating Collaborative Partnerships</u></p> <p>Creating collaborative partnerships through E-Business,- E-business Models, Challenges of the E-Business Models, E-Marketplace, M-commerce, Revenue Models, Trends, E channels, E Government</p> <p>Ref: Chapter 13 of the text book</p> <p>Ref: Plug-in B7 of the text book</p>
	Module VIII – 5 hours – 10% weightage	<p><u>Enhancing Collaborative Partnerships</u></p> <p>Content Management Systems, Workflow Management Systems, Groupware Systems, Peer to Peer Systems, Trends</p> <p>Ref: Chapter 14 of the text book</p> <p><i>Outsourcing Collaborative Partnerships</i></p> <p>Outsourcing- benefits, Developing Strategic Outsourcing Partnerships, offshoring- Leaders, the up and corners, the rookies, Challenges and Trends of Outsourcing, Multisourcing</p> <p>Ref: Chapter 15 of the text book</p> <p>Ref: Plug in B6 of the text book</p>
	Module IX – 5 hours – 10% weightage	<p><u>Emerging Trends and Technologies</u></p> <p>Reasons to Watch Trends, Impact of</p>

		Technology on society, Pace of Technological Innovation, Technologies for Future, Digital Ink, Paper, Radio Frequency Identification, Teleliving, Alternative Energy Sources, Autonomic Computing Ref: Plug in B8 Proving Web-based User Access, Portals, Integration of technology Ref: Chapter 16 of the text book
	Module X – 5 hours – 10% weightage	Object-Oriented Technologies Traditional Technology Approach and its problems, Object Oriented Technology Approach, Five primary concepts of Object Oriented Technologies – Information, Procedures, Classes, Objects, Messages Three Fundamental Principles of Object oriented technologies: Inheritance, Encapsulation, Polymorphism, Types of Object Oriented Technologies Ref: Plug in T6 of the text book
6.	Pedagogy of the course (such as 50% lectures, 20% case studies)	70% lectures 30% case studies
7.	Names and other details of text book/s such as publisher, editors, etc.	Business Driven Technology – Haag/Baltzan/Philips – Tata McGraw Hill Publication
8.	Names and other details of reference book/s such as publisher, edition, etc.	1) Management of Information Technology – Carroll W. Frenzel and John C. Frenzel, fourth Edition, Thomson Press 2) e-Business 2.0 Roadmap for Success by Dr. Ravi Kalakota, Marcia Robinson, Pearson Education 3) E-commerce – A Managerial Perspective- P. T. Joseph, Prentic Hall India Publications.
9.	Names of newspapers, magazines, journals, etc. to be referred for better understanding of the course	Various Technology Magazines such as Digit, Chip, Data and Voice etc.
10.	Evaluation pattern for internal assessment (50 marks) (such as projects, assignment, presentation, etc., and their weightage)	Internal Examination: 30 Marks Assignment/Project: 10 Marks (Projects can be based on list of projects mentioned in text book) Quiz/Presentation: 10 Marks
11.	Expected number of hours to be spent by the students outside the class for the course	Around 30 hours for assignment/Project and Presentation
12	Any other relevant information / suggestion	

PROJECT STUDY COURSE MBA-II (III & IV SEMESTERS)

OBJECTIVES

The objective of this course is to prepare the student to conduct a research study of an Industry / organization utilizing the tools and techniques learned in the two years of study. The focus of the study could be in depth analysis of an industry or a diagnostic problem solving exercise of an organization. The student is expected to conduct a detailed survey of literature. In case of a status report of an industry, it is expected that the student collects all aspects related to a particular industry analyze data and present the findings.

Prior to conduct of the study, a student is required to prepare a short research proposal of the study recommendations and it is also expected that the study would lead to recommendation and implementable plans of action.

Expected Format for Preparation of the Proposal

Introduction and Statement of Problem

Short Literature Survey

Research Design & Hypothesis, if any

Research Methodology

Data Sources

Time Budget

Tentative Chapter Plan

Expected Contribution of the study

Beneficiaries

A short write on the researcher

Bibliography/Appendices, if any.

Report Framework

Initial pages

Executive Summary

Introduction / statement of problem

Detailed survey of literature

Methodology / Focus / Scope / Limitations

Text of the study including analysis

Conclusions and Recommendations including plan of action.

Bibliography

Appendices

Format of Presentation

- 1) The student is expected to follow the required style for presentation of the report including Tables, References, Bibliography and Appendices
- 2) Literature Survey should be related to the problem of study. Review of the studies in the area and critical examination of them including conclusions of the student should form part of the literature survey.
- 3) Acknowledgement of all sources of information through footnoting and bibliography is an essential requirement of the study.

TEXT BOOK

Refer Style Manuals for style and presentation.

Handbook for Writers and Editors by S.Sreenivas Rao (Ahmedabad: Ahmedabad Management Association) is recommended for style, format and presentation. Consistency of style, however, is required.

Grand Project at MBA Sem – III & Sem – IV

Time Frame

1. By the middle of the third semester, every student will compile his/her project proposal and present the same in the class room, under the supervision of the guiding faculty.
2. By the end of the third semester, data collection tools should be finalized.
3. Data will be collected during the vacation between third and fourth semester.
4. A meeting will be held in the beginning of the fourth semester where students will present their analysis framework.
5. First draft should be submitted to the guiding faculty by the end of January.
6. Final version can be prepared only after the guide gives green signal to the draft. Final report will be submitted by the end of February.

Course Details

1. Name of course : SERVICES MARKETING
 2. Code of course : MBA-II/ Sem-IV/SM

1	Name of the course	Services Marketing
2	Description of the course (Year, Semester, etc.)	M.B.A.-II, Sem-IV, Full Credit,50 hours.
3	Code of the course (please indicate the year , semester and short name of the course)	MBA-II, Sem-IV, SM.
4	Objectives of the course are to develop understanding regarding :	To develop insights into emerging trends in the service sector and understand the significance of marketing and management of services ,various challenges faced by the marketers of service organisation and strategy development.
5	Contents of the courses	The course content is detailed into following 10 modules:--
	Module I - 5 hours -10% weightage	Introduction to services , understanding of service economy, the difference between marketing of product and services and its managerial implications, the expanded marketing mix.
	Module II - 5 hours -10% weightage	The Gaps Model of service quality describing 5 gaps—A customer gap and 4 provider gaps.
	Module III - 5 hours-10% weightage	The aspects of customer gap,Consumer behavior in services,impact of culture on consumer behavior in services –its strategic implication.
	Module IV-5 hours -10% weightage	Customer Expectation of service, The Zone of tolerance, the factors influencing customer expectation and how service marketers tackle them.
	Module V-5 hours – 10% weightage	Customer perception, customer satisfaction and service quality, moments of truth, measuring and managing customer satisfaction and service quality in every service encounter.
	Module VI-5 hours -10% weightage	The customer expectation gap{Provider gap:1}, understanding customer perception and expectation through Marketing Research strategies.
	Module VII-5 hours -10% weightage	Concept of relationship marketing and its goals,Foundation for and levels of relationship strategies,service recovery strategies,service gurantees.
	Module VIII-5 hours -10% weightage	Quality specification gap {Provider Gap:2},Alligning Strategies;-service design, redesign and development,process for developing customer-defined standards,physical evidence-its importance,its roles and strategies for effectively designing physical evidence.

	Module IX-5 hours -10% weightage	Service Delivery Gap{ Provider Gap:3} and strategies for closing this gap,strategies for integrating appropriate human resource practices in service firms,role of customers in service delivery, strategies for effective service delivery through intermediaries, Demand management and capacity management.
	Module X-5 hours – 10% weightage	Marketing Communication Gap { Provider Gap:4}, Role and need of Integrated Service Marketing Communication, strategies for managing service promises and internal marketing communication,managing service promises by adopting appropriate pricing strategies,The financial and economic effect of services.
6	Pedagogy of the courses (such as 50%lectures, 20% case studies, etc.)	Lectures, class presentation by the students on different Indian service sectors assigned to them by the instructor, case studies –all the three in equal proportion.
7	Names and other details of text book/s such as publisher ,edition ,etc.	Services Marketing-integrating customer focus across the firm, By Valarie Zeithaml and Mary Bitner, Third Edition, Tata Mc Graw- Hill
8	Names and other details of reference book/s such as publisher ,edition ,etc.	i. }Services Marketing by Christopher Lovelock and Jochen Wirtz {Fifth Edition}, Pearson Education, 2005. ii. }Services Marketing by Hellen Woodruff, Macmillan India Ltd., iii} Essentials of Services Marketing:concepts, strategies &cases, by Douglas Hoffman and John Bateson., Thomson,South-western,second edition.
9	Names of newspapers , magazines ,journals ,etc. to be referred for better understanding of the courses	Journal of Services Marketing, USA.
10	Evaluation Pattern for internal assessment (50 marks) (such as projects , assignment, presentation	Projects on different service sectors , class presentations, assignments.
11	Expected numbers of hours to be spent by the students outside the class for the courses	4 hours a week .
12	Any other relevant Information/Suggestion	In every module reference to Indian service sectors would help students have better grasp on our economy.

Course Details (Marketing)

1. Name of the course : **International Marketing**
2. Code of the course : **IM**

1.	Name of the course	International Marketing
2.	Description of the course (year, semester, etc.)	2nd year MBA, Sem – IV, Full Credit, 50 hours
3.	Code of the course (please indicate the year, semester and short name of the course)	IM
4.	Objective of the course	(a) To understand and appreciate the ever expanding scope of international marketing (b) To acquaint the students with the cross cultural implications on international marketing decisions (c) To enable the students to develop Global Marketing strategies (d) To make the students aware about the import – export documentation procedure
5.	Content of the course	
	Module I – 5 hours – 10% weightage	<u>International Marketing – scope and environment</u> Concept of International Marketing – task, stages of international marketing, Orientations Balance of Payments, Protectionism, Trade Restrictions Ref: Chapter 1 and 2 of the text book
	Module II – 5 hours – 10% weightage	<u>Cultural Implications</u> History and Geography: Historical Perspective in Global Business, Geography and Global Markets, Dynamics of Global Population Trends Culture’s Pervasive Impact, Elements of Culture, Cultural Knowledge, Cultural Change Ref chapter 3 and 4 of the text book
	Module III – 5 hours – 10% weightage	Culture and Management style Required Adaptation, Management styles around the world, Gender Bias, Business Ethics, Influence of Culture on strategic thinking Ref chapter 5 of the text book

	Module IV – 5 hours – 10% weightage	<p>Political Environment</p> <p>Political Issues like stability of Government, Political Risks of Global Business, Assessing Political Vulnerability and reducing the same</p> <p>Legal Environment</p> <p>Bases for Legal Systems, Jurisdiction in International Legal Disputes, International Dispute Resolution, conciliation, Arbitration, Litigation, Protection of Intellectual Property, Unresolved issues of Cyber laws.</p> <p>Ref chapter 6 and 7 of the text book</p>
	Module V – 5 hours – 10% weightage	<p><u>International Marketing Research</u></p> <p>Defining the problem and establishing research objectives, availability and use of data, Multicultural research, analyzing and interpreting Research information</p> <p>Global Marketing: Planning and Organization</p> <p>Planning for Global Markets, Various Market Entry Strategies, Organizing for Global Competition</p> <p>Ref chapter 8 and 11 of the text book</p>
	Module VI – 5 hours – 10% weightage	<p><u>Products and Services for Consumers</u></p> <p>Quality of products, products and culture, Analyzing product components for adaptation, Marketing consumer services Globally, Brads in International Markets</p> <p>Products and Services for Businesses</p> <p>Global Business to Business Markets, Quality and Global Standards, Business Services, Relationship Marketing in Business to Business context.</p> <p>Ref Chapter 12 and 13 of the text book</p>
	Module VII – 5 hours – 10% weightage	<p><u>International Marketing Channels</u></p> <p>Channel of distribution structures, distribution patterns, Alternative Middleman Choices, Factors affecting choice of Channels, Locating, selecting and</p>

		<p>Motivating Channel Members</p> <p><i>Exports and Logistics</i></p> <p>Exports and Import Restrictions, Packing and Marking, Issues relating to Logistics Ref Chapter 13 and 14 of the text book</p>
	Module VIII – 5 hours – 10% weightage	<p><u>International Advertising</u></p> <p>Sales Promotions in International Markets, International advertising, advertising strategy and goals, the message, media planning, campaign execution and advertising agencies</p> <p><i>Sales Management</i></p> <p>Designing sales Force, Recruiting Marketing and Sales Personnel, Selecting sales and Marketing Personnel, Training for International training for international marketing, designing compensation systems, evaluating and controlling sales representatives. Ref chapter 16 and 17 of the text book</p>
	Module IX – 5 hours – 10% weightage	<p><i>Pricing for International Markets</i></p> <p>Pricing policies, approaches to international pricing, price escalation, approaches to lessening price, countertrade as a pricing tool, transfer pricing strategy, price quotations, administered pricing</p> <p><i>International Negotiations</i></p> <p>Impact of culture on Negotiation Behaviour, Implications of the same for Managers and Negotiators . Ref Chapter 18 and 19 of the text book</p>
	Module X – 5 hours – 10% weightage	<p><u>Export Procedure and Documentation</u></p> <p>Priliminaries, inquiry and offer, export license, shipping, packing and marking, quality control, pre-shipment inspection, insurance, shipping the goods, Negotiations of documents, standardized and aligned preshipment documents, documents related to goods; documents related to shipments. Ref the Book: Export Import</p>

		Procedure and Documentation – Acharya and Jain
6.	Pedagogy of the course (such as 50% lectures, 20% case studies)	70% lectures 30% case studies
7.	Names and other details of text book/s such as publisher, editors, etc.	1) International Marketing – Philip R. Cateora and John L. Graham, Twelfth Edition, Tata McGraw Hill Publishing Company Limited. 2) Export Import Procedure and Documentation – Acharya and Jain, Himalaya Publications
8.	Names and other details of reference book/s such as publisher, edition, etc.	4) International Marketing Strategy- Analysis, development and Implementation – Isobel Doole and Robin Lowe – fourth edition, Thomson Press Publications. 5) International Marketing – Vern Terpstra and Ravi Sarathy, Eighth Edition, Thomson South Western. 6) International Business- competing in the Global Marketplace, fifth Edition – Charles W. L. Hill, Tata McGraw-Hill Publishing Company Ltd.
9.	Names of newspapers, magazines, journals, etc. to be referred for better understanding of the course	International Journals on Marketing and Business Newspapers and Magazines.
10.	Evaluation pattern for internal assessment (50 marks) (such as projects, assignment, presentation, etc., and their weightage)	Internal Examination : 30 Marks Project Part I(country analysis) : 10 Marks Project Part II(Marketing Plan) : 05 Marks (As per format mentioned in the text book) Quiz /Assignment : 05 Marks
11.	Expected number of hours to be spent by the students outside the class for the course	Around 30 hours on country profile and 15 hours on Marketing Plan.
12.	Any other relevant information / suggestion	

Course Details (Marketing)

Name of Course: Strategic Brand Management

Code of Course: SBM

1	Name of Course	Strategic Brand Management
2	Description of Course	MBA-II / Sem. III/50 hours
3	Code of Course	MBA-II / Sem. III/SBM
4	Objective of the Course	<p>1) To develop an understanding of basic branding principles and their exposure to classic and contemporary branding applications</p> <p>2) To make the students aware about the role of brands, the concept of brand equity, and the advantages of creating strong brands.</p> <p>3) To increase understanding of the important issues in planning, implementing, and evaluating brand strategies.</p> <p>4) To acquaint the students with the appropriate concepts, theories, models and other tools to make better brand decisions.</p> <p>5) To understand the latest developments and cultivate an understanding of the adjustments to be made in branding strategies over time and geographic boundaries to maximize brand equity.</p>
5	Content of Course	
	Module 1-5 hours, 10% weightage	Brands and Brand Management (Ch.1) Brand Positioning and Values (Ch.3)
	Module 2-5 hours 10% weightage	Customer Based Brand Equity (Ch.2)
	Module 3-5 hours 10% weightage	Choosing Brand Elements to Build Brand Equity (Ch 4) Designing Marketing Programs to Build Brand Equity (Ch 5)
	Module 4-5 hours 10% weightage	Integrating Marketing Communications to Build Brand Equity (Ch.6) Leveraging Secondary Brand Knowledge to Build Brand Equity (Ch 7)
	Module 5-5 hours 10% weightage	Developing a Brand Equity Measurement & Management System (Ch 8)
	Module 6-5 hours 10% weightage	Measuring Sources of Brand Equity: Capturing Customer Mindset (Ch 9) Measuring Outcomes of Brand Equity: Capturing Market Performance (Ch 10)
	Module 7-5 hours 10% weightage	Designing and implementing Brand Strategies (Ch 11)
	Module 8-5 hours 10% weightage	Introducing and naming New Products & Brand Extensions (Ch 12)
	Module 9-5 hours 10% weightage	Managing Brands over Geographic Boundaries & Market segments (Ch 14)
	Module 10-5 hours 10% weightage	Managing Brands over time (Ch 13) Closing Observations (Ch 15)

6	Pedagogy of the Course	80% Lectures, 20% Case Studies
7	Name and other details of textbook and other reading material	Strategic Brand Management, Kevin Lane Keller, 2 nd Edition, Pearson Education/PHI
8	Names & other details of reference books.	<ol style="list-style-type: none"> 1. Strategic Brand Management, Creating & Sustaining Brand Equity Long term, Jean Noel Kapferer, 2nd Edition, Kogan Page 2. Managing Indian Brands, Marketing Concepts & Strategies, Dr. S. Ramesh Kumar, Vikas Publishing House Pvt. Ltd. 3. Brand Management, The Indian Context, YLR Moorthi, Vikas Publishing House Pvt. Ltd. 4. Brand Positioning, Strategies for Competitive Advantage, Subroto Sengupta, Tata McGraw Hill Publishing Co. Ltd. 5. Building Strong Brands, David A. Aaker, Free Press 6. Strategic Brand Management, Jean Noel Kapferer, Free Press
9	Names of News papers, magazines, Journals, websites etc.	The Economic Times(Brand Equity), Pitch, Indian Management, Harvard Business Review,
10	Evaluation pattern for Internal assessment (50%)	30% Internal Exam, 10% Quiz/Assignment, 10% Class Participation
11	Expected Number of hours to be spent by students	50 hours
12	Any other relevant information/suggestion	<ol style="list-style-type: none"> 1. Reference to the Indian context should be made by the faculty from time to time as relevant. 2. The latest available edition of the books mentioned above should be used wherever available. 3. Paper-setter should consider the pedagogy (80% theory and 20% applications) & weightage assigned while drawing up the question paper.

Course Details (Finance)

3. Name of the course: **SECURITY ANALYSIS & PORTFOLIO MANAGEMENT**

4. Code of the course: **SAPM**

1.	Name of the course	SECURITY ANALYSIS & PORTFOLIO MANAGEMENT (SAPM)		
2.	<i>Course Description</i>	MBA-II / SEMESTER-IV / 50 HOURS		
3.	<i>Code of the course</i>	MBA-II / SEMESTER-IV / SAPM		
4.	<i>Objective of the course</i>	<ul style="list-style-type: none"> • Acquaint students with notions of investments and securities markets structure; • Lead them into discussion of modern investments and portfolio theories; & • Equip them with ability to carry out security valuations, and creation & monitoring of investment portfolios 		
5.	<i>Content of the course</i>	<i>Coverage</i>	<i>Text Chap.</i>	<i>Ref. Chap.</i>
	<i>Module I – 5 hours – 10% weightage</i>	Investment Environment, Securities Markets & Market Indicators [Ref. Book No. 8 (a)]		1,2,3 4,5,7
	<i>Module II – 5 hours – 10% weightage</i>	Economic & Industry Analysis Financial Statement Analysis	17 19	
	<i>Module III – 5 hours – 10% weightage</i>	Equity Valuation Basics of Technical Analysis [Ref. Book No. 8 (b)] [<i>Selected Topics: Charts, Patterns, Candlesticks, Dow Theory, Moving Averages, Momentum Oscillators (i.e. MACD, RSI, ROC, Stochastics)</i>]	18	12,1 3
	<i>Module IV – 5 hours – 10% weightage</i>	Interest Rate Theory Bond Prices and Yields	5 14	
	<i>Module V – 5 hours – 10% weightage</i>	Term Structure of Interest Rates Bond Portfolio Management	15 16	
	<i>Module VI – 5 hours – 10% weightage</i>	Risk and Risk Aversion Portfolio Management Process	6 26	
	<i>Module VII – 5 hours – 10% weightage</i>	Capital Allocation Decision Optimal Risky Portfolios	7 8	
	<i>Module VIII – 5 hours – 10% weightage</i>	Capital Asset Pricing Model Arbitrage Pricing Theory	9,10 11	
	<i>Module IX – 5 hours – 10% weightage</i>	Portfolio Performance Evaluation Market Efficiency	24 12	

	<i>Module X – 5 hours – 10% weightage</i>	Contemporary Issues: (b) International Diversification (c) Mutual Funds & Others (d) Derivatives Investing & Hedging (Knowledge assumed)	25 4									
6.	<i>Pedagogy of the course</i>	<ul style="list-style-type: none"> • 80% lectures; 20% case studies • Refer to Item 12 for guidelines for paper-setters 										
7.	<i>Names and other details of text book/s such as publisher, editors, etc.</i>	Investments - Bodie, Kane & Marcus - 5 th edition (2002) - Publisher: Tata McGraw-Hill										
8.	<i>Names and other details of reference book/s such as publisher, edition, etc.</i>	(d) Investment Management - V. K. Bhalla - 10 th edition (2004) - Publisher: S. Chand & Co. (e) Investment Analysis & Portfolio Management - M. Ranganatham & R. Madhumathi - 1 st edition (2005) - Publisher: Pearson Education (f) Technical Analysis - Publisher: BSE Training Institute (g) Investment Analysis and Portfolio Management - Reilly & Brown - 7 th edition (2003) - Publisher: Thomson South-Western (h) Security Analysis and Portfolio Management - Fischer & Jordan - 6 th edition (1995) - Publisher: Pearson Education (i) Investment Analysis & Portfolio Management - Prasanna Chandra - 1 st edition (2002) - Publisher: Tata McGraw-Hill										
9.	<i>Names of newspapers, magazines, journals to be referred for better understanding of course</i>	<ul style="list-style-type: none"> • Economic Times / Business Standard • Portfolio Organiser / Business Magazines • Capital Market/Dalal Street Journal • Investment Websites / Capitaline / Prowess 										
10.	<i>Evaluation pattern for internal assessment (50 marks) (Such as project, assignment etc.)</i>	<table border="1"> <thead> <tr> <th><i>Component</i></th> <th><i>Marks</i></th> </tr> </thead> <tbody> <tr> <td>Written Examination/s</td> <td>30</td> </tr> <tr> <td>Quiz / Game / Assignments</td> <td>10</td> </tr> <tr> <td>Class Participation</td> <td>10</td> </tr> </tbody> </table>		<i>Component</i>	<i>Marks</i>	Written Examination/s	30	Quiz / Game / Assignments	10	Class Participation	10	
<i>Component</i>	<i>Marks</i>											
Written Examination/s	30											
Quiz / Game / Assignments	10											
Class Participation	10											
11.	<i>Expected number of hours to be spent by the students outside the class for the course</i>	100 hours										

12.	<i>Any other relevant information/suggestion</i>	<ul style="list-style-type: none"> (d) Students must regularly track market quotations as well as sectoral & corporate news (e) Students should play a simulated portfolio management game (f) Students may obtain certifications offered by NSE, BSE, AMFI etc. to understand Indian capital markets structure and regulations better (g) <u>Guidelines for paper-setters-</u> <ul style="list-style-type: none"> (iii) Minimum 50% weight for practical questions (iv) Minimum 30% weight for theory questions
-----	--	---

Course Details (Financial)

3. Name of course : Strategic Financial Management (SFM)

4. Code of course : SFM

25.	Name of the course	Strategic Financial Management (SFM)	Ch. No. of B & M	Ch. No. of PC
26.	Description of the course (Year, Semester, etc.)	MBA – II Semester – III / 50 Hrs.		
27.	Code of the course (please indicate the year , semester and short name of the course)	MBA 2 3 SFM		
28.	Objectives of the course are to develop understanding regarding :	To develop the perspective of financial policy as a subset of corporate strategy & to have insight on financial decision situation.		
29.	Contents of the courses			
	Module I - 5 hours -10% weightage	<ul style="list-style-type: none"> • Present Value & Opportunity cost of Capital • Valuing the business by discounted cash flow • The concept of NPV Book Rate of Return Internal rate of return 	2 4(4.1) 5 (5.3, 5.4)	
	Module II - 5 hours -10% weightage	Making Investment decision with the net present value.	6	
	Module III - 5 hours-10% weightage	Project is not a black box (Risk Analysis)	10	
	Module IV-5 hours -10% weightage	1. Positive Net present Values 2. Financing & Valuation	11 19	
	Module V-5 hours – 10% weightage	1. Making sure Managers Maximize NPV 2. Value Based Management	12	33
	Module VI-5 hours -10% weightage	1. Real Options 2. Dividend Policy Controversy	22 16	
	Module VII-5 hours -10% weightage	Leasing & Hire Purchase		24
	Module VIII-5 hours -10% weightage	Financial Planning & Forecasting		6

	Module IX-5 hours -10% weightage	1. Working Capital Management : Extensions 2. Financial Management of Sick Unit		31 38
	Module X-5 hours – 10% weightage	Financial Management in Intangible – intensive companies.		39
30.	Pedagogy of the courses (such as 50%lectures, 20% case studies, etc.)	Theories – Minimum 35 % Practical – Minimum 50%		
31.	Names and other details of text book/s such as publisher ,edition ,etc.	1. Principles of Corporate Finance, 7 th Edition – By Brealey & Myers. 2. Financial Management Theory & Practice, 6 th Edition – By Prasanna Chandra.		
32.	Names and other details of reference book/s such as publisher ,edition ,etc.	1. Modern Corporate Finance Alan C. Shapiro & Sheldon D.Balbire – Pearson Education. 2. Financial Management by I.M.Pandey. 9 th Edition. 3. Practical Financial Management – By William R. Lasher, Nichols Colleges – Thomos South Western Publication.		
33.	Names of newspapers , magazines ,journals ,etc. to be referred for better understanding of the courses	Economics Times, Financial Express, Journals of Finance		
34.	Evaluation Pattern for internal assessment (50 marks) (such as projects , assignment, presentation	Written Exam : 30 marks Project Report : 10 marks Quiz & Assignments : 5 marks Class Participation : 5 marks		
35.	Expected numbers of hours to be spent by the students outside the class for the courses	50 hrs.		
36.	Any other relevant Information/Suggestion	To read financial dailies Business line, Economics times & Business Standard with respect to corporate accounting and financial events.		

Course Details (Finance)

1.	Name	Mergers and Acquisitions
2.	Description	MBA – II; Semester – IV; 50 Hrs
3.	Code	II-4-M&A
4.	Objective of the course	Develop an Understanding of M&A as significant economic activity taking place in today's economy. Familiarise students with various techniques of corporate restructuring, and valuation methods used by corporates in real life.
5.	Content	Notes: (1) Chapter numbers mentioned below correspond to the edition of the prescribed textbook mentioned in serial no. (7), unless otherwise mentioned. For eg. Ch 34 PC is Chapter 34 of Prasanna Chandra's Book on Financial Management and Ch.33 B&M is Chapter 33 of Brealey & Myers on Principles of Corporate Finance (2) The coverage of the sub-topics of the syllabus will not exceed that provided in the chapters of the prescribed textbook.
	Module I – 5 hours – 10% weightage	PART I – INTRODUCTION <ul style="list-style-type: none"> • Mergers, Acquisitions and Restructuring (Ch 34 PC – except 34.4) • The Takeover Process (Ch 1)
	Module II – 5 hours – 10% weightage	PART II –M & A THEORIES <ul style="list-style-type: none"> • Theories of Mergers and Tender Offers (Ch 6) • International Takeovers and Restructuring (Ch 17 – Forces Driving Cross-Border Mergers) • SEBI Guidelines – Takeover Code (http://www.sebi.gov.in/)
	Module III – 5 hours – 10% weightage	PART III– VALUATION - I <ul style="list-style-type: none"> • Accounting for M & A – AS14 • Companies Act - Section 391 - 396 • Terms of M & A (Ch 34 PC - 34.4)
	Module IV – 5 hours – 10% weightage	PART III– VALUATION - II <ul style="list-style-type: none"> • Alternative Approaches to Valuation (Ch 9)
	Module V – 5 hours – 10% weightage	PART IV – VALUATION - III <ul style="list-style-type: none"> • Increasing the Value of the Organisation (Ch 10)
	Module VI – 5 hours – 10% weightage	PART V – RESTRUCTURING <ul style="list-style-type: none"> • Corporate Restructuring and Divestiture (Ch 11) • Financial Restructuring (Ch 13)
	Module VII – 5 hours – 10% weightage	PART VI –M & A STRATEGIES <ul style="list-style-type: none"> • Alliances and Joint Ventures (Ch 14) • Employee Stock Ownership (Ch 15 – ESOPs only) • Going Private and Leveraged Buyouts (Ch 16)
	Module VIII – 5 hours – 10% weightage	PART VIII – STRATEGIES FOR CREATING VALUE <ul style="list-style-type: none"> • Share Repurchases (Ch 18) • Share Buyback Guidelines for Indian companies (http://www.sebi.gov.in/)

		<ul style="list-style-type: none"> • Takeover Defenses (pg. 949-950 B&M, pg. 941-942 PC)
	Module IX – 5 hours – 10% weightage	<p>PART IX – TAKEOVER TACTICS</p> <ul style="list-style-type: none"> • Mergers (Ch 33 B&M – 33.3, 33.5, and 33.6 only) • Control, Governance, and Financial Architecture (Ch 34 B&M)
	Module X – 5 hours – 10% weightage	<p>PART X: CONTEMPORARY ISSUES</p> <ul style="list-style-type: none"> • Cases on M & A from Cases in Financial Management; I M Pandey, Ramesh Bhatt; 2/Ed; TMH Pub.
6.	Pedagogy of the course	60% lectures; 40% presentations by groups of students on Theoretical and contemporary issues in Finance
7.	Names and other details of text book	Takeovers, Restructuring, and Corporate Governance (Fourth Edition 2004) James J. Fred Weston, Mark L. Mitchell, J. Harold Mulherin; Pearson Education, LPE Website: www.prenhall.com/weston
8.	Names of reference book/s	<ul style="list-style-type: none"> • Financial Management, Theory and Practice Prasanna Chandra; 6/Ed; TMH • Principles of Corporate Finance; Brealey, Myers; 7/Ed; TMH Pub. • Cases in Financial Management; I M Pandey, Ramesh Bhatt; 2/Ed; TMH Pub.
9.	Newspapers, magazines, journals, etc. to be referred	Company Annual Reports, www.sebi.gov.in Business Standard, The Economic Times, Financial Express Chartered Financial Analyst, Business Today / India / World Journals in Finance viz. Finance India, Journal of Applied Finance, CFA Reader
10.	Evaluation pattern for internal	30% Internal Examination 10% Presentations and Assignments 10% Class Participation
11.	Expected number of hrs to be spent by the students outside the class for the course	100 (applying a ‘thumb rule’ of twice the contact hours allotted to the course)
12.	Any other relevant information/suggestion	<p>(4) Wherever Indian Context is required, we recommend referring the reference book by Indian authors. Especially in Module II, III, & VIII.</p> <p>(5) Paper-setter should consider the pedagogy and coverage of the topics in the prescribed textbook/s while drawing up the question paper. Examples and Problems should have minimum 30% (compulsory) weightage in the Paper. This is a Specialisation Course and students are required to have applied level knowledge and proficiency of the basic concepts.</p> <p>(6) In case of major revision of edition of the prescribed textbook, review meeting of respective faculty members is strongly recommended to rework on the module.</p>

Course Details

Course Details (HRM)

Name of the Course: Human Resources Development (HRD)
Code of the Course: HRD/MBA-II/SEM - IV
Category: Human Resources Management Elective
Total Marks: 100
Total Teaching Hours: 50

Name Of the Course	Human Resources Development			
Code of the Course	MBA-II/Sem-IV/HRD			
Course Objective	1. To help students to understand various concepts of HRD 2. To help students to develop understanding of HRD systems and processes. 3. To help students to develop HRD facilitators skills; to develop and design HRD programmes, to implement and control them in various organizational setups in different sectors.			
Course Details:				
Module Weightage	No. Of Hourse	Chapter No & Title	Topic	Remarks
I (10%)	5 Hourse	Chapter – 1 Human Resources Development	Introduction, Definitions of HRD, Evolution of HRD, HRD and HRM, HRD Functions	
II (10 %)	5 Hours	Chapter-1 Human Resources Development	Role of HRD Professional Challenges to organisations and HRD Professionals, Changing workforce Demography, Competing in Global Economy, Eliminating the Skill Gap, Need For Life long Learning, Framework for HRD Process	
III (10 %)	5 Hours	Chapter-4 Assessment of HRD Needs Chapter-3 Competency Mapping	Definitions, Purpose of Needs, Levels of Need analysis, Strategic/Organizational Analysis, Task analysis, Person analysis, Prioritizing HRD Needs Competency Mapping	Competency Mapping: From Designing and managing Human Resource Systems, Udai Pareekh & T.V.Rao, Oxford Publications, Oxford & IBH Publication, IIIrd Edition. Chapter No – 3- Analyzing the Role for Development

IV (10 %)	5 Hours	Chapter-5 Designing Effective HRD Programmes	Make or Buy HRD Programmes, Selecting the Trainer, Preparing a lesson Plan, Selecting training methods, Preparing training materials, Scheduling HRD Programmes, Registration and enrollment issues	
V (10 %)	5 Hours	Chapter-6 & 7 Implementing HRD Programmes & Evaluating HRD Programmes	Training Delivery methods, On-Job Training methods, Class-room Training approaches, Implementing the Training Programmes Purpose of HRD Evaluation, Models and frameworks of evaluation, Assessing impact of HRD Programmes, Ethical issues concerning Evaluation	
VI (10 %)	5 Hours	Chapter-8 Beyond the Present Role: Potential Appraisal Chapter-9 Designing & Managing Assessment Centres Chapter-17 360 degree or multi rater assessment & Feedback system	Beyond the Present Role: Potential Appraisal Designing & Managing Assessment Centres 360 degree or multi rater assessment & Feedback system	Designing and managing Human Resource Systems , Udai Pareekh & T.V.Rao, Oxford Publications, Oxford & IBH Publication, IIIrd Edition. Chapter No – 3- Analyzing the Role for Development
VII (10 %)	5 Hours	Chapter-11 Employee Counseling Services	Need for ECS, Overview of Employee Counseling service, Issues in Employee Counseling- Effectiveness, legal issues, responsibility and ethical issues	
VIII (10 %)	5 Hours	HRD for Workers	Rationale of HRD for Workers, HRD Mechanism for Workers, Role of Trade Unions. Organisation for HRD	Human Resource Development, P.P.Arya and B.B. Tandon, IIIrd Edition, Deep &

			Form of HRD Organisation, Task of HRD Department, Competencies for HRD staff, Trends and issues in Structuring HRD functions in India, Role of Workmen Educators in India	Deep Publications, New Delhi. Teaching Note to be circulated
IX (10 %)	5 Hours	Chapter – 15 HRD in Culturally Diverse Environment	Organization Culture, Labour Market Changes and development, adapting a demographic changes, HRD for Culturally diverse employees	
X (10 %)	5 Hours	HRD in Various Organizations	Introduction, HRD FOR Large Organization, HRD Priorities in large organizations, HRD for Small Organizations, HRD in Service Sector- Banks, Hospitals, Educational Institutes and NGOs	Teaching Note to be circulated
Pedagogy	Lectures. Class Presentations. Case Discussions. Individual and Group Project work			
Text Books	1) Human Resources Development , Randy Desimone, John Werner and David Harris, IIIrd Edition, Thomson South-Western Publication. 2) Designing and managing Human Resource Systems , Udai Pareekh & T.V.Rao, Oxford Publications, Oxford & IBH Publication, IIIrd Edition. 3) Human Resource Development , P.P.Arya and B.B. Tandon, IIIrd Edition, Deep & Deep Publications, New Delhi.			
Reference Books	1) Understanding HRD System , Pareekh Udai & TV Rao, Tata McGraw-Hill Publication 2) Human Resource Management and Development in the new millennium, V.D. Dudheja, Commonwealth Publishers, New Delhi			
Other Readings	5. Indian Management 6. Management Review- IIM Bangalore 7. Vikalp- IIM Ahmedabad 8. Human Capital			
Evaluation Pattern	As per existing Pattern			
Student Hours on Course work outside the class room	50 Hours			

Course Details (HRM)

Name of Course: International Human Resource Management

Code of Course: IHRM

Name of text book:

1. International Human Resource Management: Managing people in multinational context, Peter J. Dowling, Denice E. Welch, Randall Schuler, Southwestern Thomson Learning (For Module 1-8, module 10)
2. International Human Resource Management a Cross-Cultural approach, Terence Jackson, Sage Publication (For module 9)
3. Industrial Relations, Trade Unions & Labour Legislations by Sinha, Sinha & Shekhar

Reference Book

Global Human Growth Model, M.N Rudrabasavaraj, Himalaya Publishing House

S.No.	Weightage of Module	Course Content
1.	Module 1, 5 hrs, 10% weightage	Chapter 1 Introduction & Overview - Approaches to IHRM - Differences between Domestic & IHRM
2.	Module 2, 5 hrs, 10% weightage	Chapter 2 The Organizational Context - IHRM Approaches - Path to Global Status - Mode of Operation
3.	Module 3, 5 hrs, 10% weightage	Chapter 3 International Recruitment & Selection - Staffing Policies - Issues in Staff Selection
4.	Module 4, 5 hrs, 10% weightage	Chapter 4 Performance Management - Factors Associated with Individual Performance & Appraisal - Criteria for Appraising International Employees
5.	Module 5, 5 hrs, 10% weightage	Chapter 5 Training & Development - Expatriate Training - Developing International Staff
6.	Module 6, 5 hrs, 10% weightage	Chapter 6 Compensation - Objectives & Approaches to International Compensation
7.	Module 7, 5 hrs, 10% weightage	Chapter 7 Repatriation - The Repatriation Process
8.	Module 8, 5 hrs, 10% weightage	Chapter 8 Labour Relations, International Labour

		Organisation (From text book of IR by Sinha),
9.	Module 9, 5 hrs, 10% weightage	National Cultures (From text book by Terence Jackson)
10.	Module 10, 5 hrs, 10% weightage	Chapter 9 Issues, Challenges & Theoretical Developments in IHRM
	Total 50 Hrs	
	Pedagogy (80% lectures, 20% Case Studies)	Lectures supplemented with case discussions, Presentations
	Names of magazines, journals etc to be referred	a. HRM Review b. Human Capital

Course Details (HRM)

Name of Course: Compensation Management

Name of text book:

1. Compensation Management in a Knowledge Based World, Richard I. Henderson, Pearson Education, Ninth Edition (For Module 1-7)
2. Industrial Law, N.D Kapoor (For Module 8-10)

Reference Book

1. Labour Laws By Taxmann's (Bare Acts)
2. A Handbook of Reward Management – Strategy & Practice, Michael Armstrong & Helen Merlis, Kogan Page Indian Version by Crest Publishing House Jaipur

S.No.	Weightage of Module	Course Content
1.	Module 1, 5 hrs, 10% weightage	Chapter 2, Reward System: Compensation & Noncompensation dimension Chapter 6, Job Analysis
2.	Module 2, 5 hrs, 10% weightage	Chapter 7, 8 Job Description, Job Evaluation
3.	Module 3, 5 hrs, 10% weightage	Chapter 9 Point Factor Method of Job Evaluation
4.	Module 4, 5 hrs, 10% weightage	Chapter 10 Surveying Market & Compensation Practices
5.	Module 5, 5 hrs, 10% weightage	Chapter 11 Designing a Base Pay Structure & Income Tax Provisions with respect to salaries
6.	Module 6, 5 hrs, 10% weightage	Chapter 13 Measuring & Paying for Performance
7.	Module 7, 5 hrs, 10% weightage	Chapter 14, 15 Short-term Incentives & Long term incentives
8.	Module 8, 5 hrs, 10% weightage	Payment of Wages Act, Minimum wages Act, Equal Remuneration Act
9.	Module 9, 5 hrs, 10% weightage	Workman Compensation, Provident Fund, Gratuity
10.	Module 10, 5 hrs, 10% weightage	ESI, Maternity & Medclaim Schemes
	Total 50 Hrs	
	Pedagogy (80% lectures, 20% Case Studies)	Lectures supplemented with case discussions, Presentations
	Names of magazines, journals etc to be referred	c. HRM Review d. Human Capital