

Gujarat Technological University

GTU/PG/MBA-IV/Syllabus/11-12/11327

Date:18-11-2011

To,

All the Directors / Principals / Faculty Members of MBA Institutes affiliated to Gujarat Technological University

Draft Syllabus of new MBA program effective from academic year 2011-12 (also applicable to 2nd year students of 2010-12 batches MBA program) Semester-IV of MBA program applicable from the batch of 2011-13 is uploaded herewith.

We solicit your valuable suggestions and comments in respect of syllabus enclosed. The suggestions comments are expected to be received by GTU on or before 25th Nov. 2011, so as to be considered for inclusion in syllabus by the syllabus committee. Kindly send the personal details along with suggestions to GTU through e mail: pg@gtu.edu.in

I/c Registrar

Gujarat Technological University

Syllabus for New MBA Program effective from Academic Year 2011-12

(Also applicable to 2nd Year Students of 2010-12 Batch MBA Program)

COMPULSORY COURSES

MBA-II Semester-IV

Comprehensive Project Report – Industry Defined Problem (CP-IDP)

In addition to Major Specializations, there will be **over sixty Sectorial / Industry Areas** for Practical studies in which theoretical papers / books are not to be taught in regular classroom sessions, but the teachers and students are free to use any available books, publications and online material to understand and guide the students for various sectors. Ideally, a teacher should study and specialize in at least TWO Sectors, so four teachers can guide 60 students in a class. (Refer Appendix 1: List of Sectorial Areas for Comprehensive Project study). This report is similar to the Grand Project, which was the part of earlier syllabus. The Comprehensive Project Report is based on the research methodology and students have to prepare the research report by using appropriate scientific statistical research tools for preparation of the CP in consultation with the faculty guide. **Please also refer the Syllabus of CP in Semester III as the same subject / project title continues in Semester IV.**

A student has to opt for any ONE of the Sectorial Areas and study it thoroughly. The students may undertake the CP based on the selection of an Industry Defined Problem (IDP), if possible for conducting his/her Project. The work of the CP report is divided in Semester -III and Semester -IV and students have to undertake the work as per the guidelines of GTU under the guidance of the internal guide and submit the Progress Report in Semester -III for evaluation. The final report is to be submitted by the students at the end of Semester IV. Ideally, Weekends including Saturdays and holidays can be spared for the practical visits to the organizations for Project Work. The objective of CP is to enable the student to study the practical working and the management issues of an organization / sector / industry / business /

NGO / Government organization and develop an insight into management practices in different functions, sectors and regions, as also to exchange ideas to promote Innovation and Skills in Industry and Academia for mutual benefits. A Comprehensive Project Report (CPR) shall be prepared by the student as a part of MBA curricula.

Separate Guidelines have already been issued by GTU for CP Report.

MBA-II
Semester-IV

Global / Country Study and Report (GCR)

The student shall also study and prepare a Global / Country Report in Semester III (identify the Country and Company/Product), and Semester IV (complete the Report). The objective is enable the student and teaching faculty learn about at least ONE Country, how to do business / export / import with / within that country, and prepare and submit a Global / Country Report by end of Semester IV as a part of MBA curricula.

Partial Credits shall be given for both Projects - CP and Global – in Semester III and IV **as per the Guidelines given in the Detailed Syllabus of Semester III.**

Separate Guidelines and FAQ have already been issued for Global / Country Study Report.

MBA-II
Semester-IV
Business Ethics & Corporate Governance (BE&CG)

1. Course Objective: To prepare men and women with character by sensitizing them to fundamental principles of Ethics in general and Business Ethics in particular in such a way that it makes permanent imprints in the minds of the students so that 'Ethical Mindset' becomes a crucial filter for future decision making process as is necessary for a transparent and a fair Corporate Governance System.

2. Course Duration:

The course duration is of 36 sessions of 75 minutes each, i.e. 45 hours.

Module No:	Module Content	No. of Sessions	Marks (70 External exam)
I	Introduction to Business Ethics: Nature of Ethics; Ethical Concepts and Theories; Ethics, Morals and Values. 1 to 2 Case Studies.	7	17
II	Managerial Ethics: Managerial & Ethical Dilemmas at work; Managing Ethical Problems; Managerial Ethics and Individual Decisions; Creative Accounting-Its Role in Business Scandals; Corporate Ethical Leadership and Corporate Social Responsibility and Social Reporting and Ethics of Whistle Blowing. 1to 2 Case Studies.	7	17
III	Business Ethics and Corporate Governance: Corporate Governance-Global Practice, Sarbanes Oxley Act of 2002; Reports of Various Committees (1.Narayanmurthy 2.Ganguly 3.Naresh Chandra and 4.CII OECD) and their Recommendations on Corporate Governance in India; Administering and Reporting of Corporate Governance Report. 1 to 2 Case Studies.	7	18
IV	Model Working of Corporate Governance: Board Structure, Role and Responsibilities of Directors, Right and Responsibilities of Shareholders, Ownership of Independent Directors-Indian Scenario, Corporate Governance Summary, Corporate Governance Rating.	7	18
V	Practical Module: The students may be given a Term Paper either individually or in a group of 2 to 3 students on topics like : 1. Important Tenets of different Religions (any one of them) and their implications for social and spiritual welfare.	8	(20 Marks of CEC Internal Evaluation)

	<ol style="list-style-type: none"> 2. Significance of Values contained in Scriptures like Ramayana, Mahabharat, Bible, Quran, etc., for Social and Spiritual Welfare. 3. Important Values subscribed by great Leaders like, Akbar the Great, Maharana Pratap, Mahatma Gandhi, Mother Teresa, etc., and their significance in guiding Human Behaviour. 4. Relevant Values as practiced by Corporate Leaders like, Lala Shree Ram, Sheth Jamanlalji Bajaj, Sir Jamshetji N. Tata, and their Role in Empire Building. 5. Relevant Values of present Business Leaders like, Azim Premji, Narayanmurthy, Rahul Bajaj, Ratan Tata, Kumar Mangalam Birla, Mukesh Ambani, Anil Ambani, etc, and their Role Models for Corporate Governance. 6. The students may also be asked to conduct the survey of 3 to 4 organizations to study the Ethical practices pursued by them and the way Ethical Dilemmas, if any, are resolved and also the system of corporate governance in those organizations. 		
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4. Teaching Method:

1. Lectures to explain the concepts with live examples followed by a case study.
2. Presentation of Term Paper by a student or a group of students.
3. Question - answer and Class Discussions

5. Evaluation:

A	Projects/ Assignments/ Quizzes/ Individual or group Presentation/ Class participation/ Case studies etc	Weightage 50 marks (Internal Assessment)
B	Mid-Semester Examination	Weightage 30 marks (Internal Assessment)
C	End –Semester Examination	Weightage 70 marks (External Assessment)

6. Text Books:

Sr. No.	Author	Name of the Book	Publisher	Edition
T1	S K Mandal	Ethics in Business and Corporate Governance	Tata McGraw Hill	2011 or Latest
T2	Murthy C.S.V.	Business Ethics and Corporate Governance	Himalaya Publishing	2009 or Latest Edition
T3	Rupani Riya	Business Ethics and Corporate Governance	Himalaya Publishing	Latest Edition
T4	Neeru Vasisth Namita Rajput	Corporate Governance Values & Ethics	Taxmann	2010
T5	Nadhani Ashok K	Business Ethics and Business Communications	Taxmann	Latest Edition
T6	Murthy C.S.V.	Business Ethics	Himalaya Publishing	Latest Edition
T7	Albuquerque Daniel	Business Ethics: Principles and practice	Oxford Uni. Press	Latest Edition

7. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Edition
R1	David J.Fritzsche	Business Ethics; a Global and Managerial Perspective	McGraw-Hill Irwin, Singapore	Latest Edition
R2	Andrew Crane & Dirk Matten	Business Ethics : Managing Corporate Citizenship and Sustainability in the Age of Globalization	Oxford University Press	Latest Edition

8. List of Journals/Periodicals/Magazines/Newspapers, etc.

- SANKALPA: Journal of Management and Research (ISSN: 2231-1904), Volume 1, Issue 1 January 2011, Issue 2 July 2011, and Special Issue September 2011, published by C K Shah Vijapurwala Institute of Management, Vadodara
- Journal of Human Values published by Indian Institute of Management, Kolkata.
- IBA Journal of Management & Leadership published by Indus Business Academy, Bangalore.
- Kalyan Kalpataru published by Geeta Press Gorakhpur.

9. Session Plan:

Session no.	Topic
1-2	Introduction to Business Ethics: Nature of Ethics;
3-4	Ethical Concepts and Theories;
5-7	Ethics, Morals and Values. 1 to 2 Case Studies.
8-9	Managerial Ethics: Managerial & Ethical Dilemmas at work; Managing Ethical Problems
10-11	Managerial Ethics and Individual Decisions; Creative Accounting-Its Role in Business Scandals;
12-14	Corporate Ethical Leadership and Corporate Social Responsibility and Social Reporting and Ethics of Whistle Blowing. 1to 2 Case Studies.
15-16	Business Ethics and Corporate Governance: Corporate Governance-Global Practice ,Sarbanes Oxley Act of 2002
17-18	Reports of Various Committees (1.Narayanmurthy 2.Ganguly 3.Naresh Chandra and 4.CII OECD) and their Recommendations on Corporate Governance in India;
19-21	Administering and Reporting of Corporate Governance Report. 1 to 2 Case Studies.
22-23	Model Working of Corporate Governance : Board Structure, Role and Responsibilities of Directors
24-25	Right and Responsibilities of Shareholders, Ownership of Independent Directors-Indian Scenario
26-28	Corporate Governance Summary, Corporate Governance Rating.
29-36	<p>Practical Module:</p> <p>The students may be given a Term Paper either individually or in a group of 2 to 3 students on topics like :</p> <ol style="list-style-type: none"> 1. Important Tenets of different Religions (any one of them) and their implications for social and spiritual welfare. 2. Significance of Values contained in Scriptures like Ramayana, Mahabharat, Bible, Quran, etc., for Social and Spiritual Welfare. 3. Important Values subscribed by great Leaders like, Akbar the Great, Maharana Pratap, Mahatma Gandhi, Mother Teresa, etc., and their significance in guiding Human Behaviour. 4. Relevant Values as practiced by Corporate Leaders like, Lala Shree Ram, Sheth Jamanlalji Bajaj, Sir Jamshetji N. Tata, and their Role in Empire Building. 5. Relevant Values of present Business Leaders like, Azim Premji, Narayanmurthy, Rahul Bajaj, Ratan Tata, Kumar Mangalam Birla, Mukesh Ambani, Anil Ambani, etc, and their Role Models for Corporate

Governance.

6. The students may also be asked to conduct the survey of 3 to 4 organizations to study the Ethical practices pursued by them and the way Ethical Dilemmas ,if any, are resolved and also the system of corporate governance in those organizations.

ELECTIVE COURSES

MBA-II

Semester-IV

Enterprise Resource Planning (ERP)

1. Course Objective:

- a. To introduce the student to the rationale for acquiring and implementing ERP systems, selection of ERP software, and integration of processes and transactions in the ERP system.
- b. To enable the student to understand the challenges associated with the successful implementation of global Supply Chain ERP software with an emphasis on leadership and managerial implications/actions.
- c. To develop the student's organizational and analytical skills through the use of business cases studies, articles and working in teams.
- d. To learn principles of leading very large change initiatives by focusing on the rational and emotional aspects of organizational transformation. Enable the student to practice critical leadership thinking, tolerance of ambiguity, communication and interpersonal skills, creativity and general business instincts.

2. Teaching Methods:

- Case discussion
- Discussion on concepts and implementation issues on ERP, SCM and CRM
- Case discussion covering a cross section of gaining strategic advantage by applying BPR and ERP.
- Projects/ Assignments/ Quizzes/ Class participation etc
- Projects will require working in the organizations to study ERP implementation (or different modules) in a group of 4-6 students. Groups are responsible for identifying the organization that they wish to study for ERP applications. Groups that do not identify an organization on their own will have an organization assigned to them.
- Compulsory class presentation with live experiences of ERP modules or BPR.

3. Course Duration: The course duration is of 36 sessions of 75 minutes each, i.e. 45 hours.

4. Course Content:

Module No:	Module Content	No. of Sessions	Marks (70 External exam)
I	ERP Introduction , Benefits, Origin, Evolution and Structure: Conceptual Model of ERP, Scenario and Justification of ERP in India, Various Modules of ERP, Advantage of ERP.	7	18

II	Business Process Re engineering , Data ware Housing, Data Mining, Online Analytic Processing (OLAP), Product Life Cycle Management(PLM),LAP, Supply chain Management.	7	17
III	*ERP Marketplace and Marketplace Dynamics: Market Overview, Marketplace Dynamics, and The changing ERP Market. *ERP- Functional Modules: Introduction, Functional Modules of ERP Software, Integration of ERP, Supply chain and Customer Relationship Applications.	7	18
IV	ERP Implementation Basics , ERP Implementation Life Cycle, Role of SDLC/SSAD, Object Oriented Architecture, Consultants, Vendors and Employees.	7	17
V	Practical Module: ERP & E-Commerce, Future Directives- in ERP, ERP and Internet, Critical success and failure factors, Integrating ERP into organizational culture. Using ERP tool: either SAP or ORACLE format for a case study.	8	(20 Marks of CEC Internal Evaluation)

Notes

**ERP marketplace* , Introduction, SAP AG, Baan Company, Oracle Corporation, People Soft, JD Edwards World Solutions Company, System Software Associates, Inc. (SSA) QAD, A Comparative Assessment and Selection of ERP Packages and Modules.

** ERP functional Modules*, Introduction, Finance, Plant Maintenance, Quality Management, Materials Management, Human Resource Management.

5. Evaluation:

A	Projects/ Assignments/ Quizzes/ Individual or group Presentation/ Class participation/ Case studies etc	Weightage 50 marks (Internal Assessment)
B	Mid-Semester Examination	Weightage 30 marks (Internal Assessment)
C	End –Semester Examination	Weightage 70 marks (External Assessment)

6. Text Books:

Sr. No.	Author	Name of the Book	Publisher	Edition
T1	Alexis Leon	ERP	Tata McGraw Hill	ISBN: 9780070656802
T2	David L. Olson	Managerial Issues of Enterprise Resource Planning Systems	McGraw-Hill Higher Education	Latest Edition
T3	Jill O'Sullivan and Gene Caiola	Enterprise Resource Planning	Tata McGraw Hill	Latest Edition

7. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Edition
R1	S. Sadagopan	ERP- A Managerial Perspective	Tata McGraw Hill	Latest Edition
R2	F. Robert Jacobs and D. Clay Whybark	Why ERP? A primer on SAP Implementation	McGraw-Hill Higher Education	Latest Edition
R3	Mahadeo Jaiswal, Ganesh Vanapalli	ERP	Macmillan India Ltd	Latest Edition
R4	Jyotindra Zaveri	Enterprise Resource Planning	Himalaya Publication	Latest edition
R5	Mr. C.S.V. Murthy	Enterprise Resource Planning (ERP) Text and Case Studies	Himalaya Publication	Latest edition

8. List of Journals/Periodicals/Magazines/Newspapers, etc.:

Journals relating to ERP, ERP Software for SMEs, Tally ERP software, SAP etc may be used.

9. Session Plan:

Session no.	Topic
1-2	ERP Introduction- Benefit, Evolution and Structure, Common Myths and evolving realities, ERP related technologies.
3-4	Conceptual Model of ERP, Scenario and Justification of ERP in India, Advantages of ERP, Various Modules of ERP
5-7	Business Process Re-engineering – Introduction to BPR, Need of BPR, ERP and BPR
8-9	Supply Chain Management, Relevance to Data Warehousing, Data Mining and OLAP, ERP Drivers, Decision support system.
10-11	ERP Market, ERP implementation life cycle, Options of various paradigms
12-13	Evaluation criterion for ERP product, ERP Life Cycle: Adoption decision, Acquisition, Implementation, Use & Maintenance, Evolution and Retirement phases, ERP Modules.
14-15	Framework for evaluating ERP acquisition, Analytical Hierarchy Processes (AHP), Applications of AHP in evaluating ERP
16-17	Selection of Weights, Role of consultants, vendors and users in ERP implementation; Implementation vendors evaluation criterion,
18-19	Implementation approaches and methodology, ERP implementation strategies, ERP Customization
20-21	Critical success and failure factors for implementation, Model for improving ERP effectiveness, ROI of ERP implementation, Hidden costs
22-23	ERP success inhibitors and accelerators, Management concern for ERP success, Strategic Grid: Useful guidelines for ERP Implementations.
24-25	ERP and Internet, Critical Factors guiding selection and evaluation, Integrating ERP into organizational culture
26-28	ERP & E-Commerce, Future Directives- in ERP, Technologies in ERP Systems and Extended ERP, SCM and CRM
29-36	Practical Module: Case Studies Development and Analysis of ERP Implementations in focusing the various issues discussed in above units through Soft System approaches or qualitative Analysis tools, Learning and Emerging Issues

MBA-II
Semester-IV
Supply Chain Management (SCM)

1. Course Objective: The main aim of the course is to acquaint students to basics of supply chain management on planning, replenishment and execution. The approach of this course is practical and contemporary in nature. It emphasizes on understanding the contemporary and cutting edge supply chain management practices by study of fundamentals of Supply Chain Management.

2. Course Duration: The course duration is of 36 sessions of 75 minutes each, i.e. 45 hours.

3. Course Content:

Module No:	Module Content	No. of Sessions	Marks (70 External exam)
I	Introduction and Strategic View: Meaning, Role of supply chain management, Supply chain strategy and performance measures, Supply Chain Drivers and Metrics, Outsourcing – Make or Buy	7	17
II	Managing Material Flow: Inventory Management, Production Planning and Scheduling, Transportation, Network Design and Operations, Distribution Networks	7	17
III	Managing Material Flow: Inventory Management, Production Planning and Scheduling, Transportation, Network Design and Operations, Distribution Networks Managing Information Flow: Demand Forecasting, Supply Chain Data Management, Information Technology in Supply Chain Management	7	18
IV	Supply Chain Innovations: Supply Chain Integration, Supply Chain Restructuring, Agile Supply Chains, Pricing and Revenue Management , Global Supply Chain	7	18
V	Practical Module: Application of Module I to IV (Project Work/Assignment/Presentation on Supply Chain of Selected Industry/Firm)	8	(20 Marks of CEC Internal Evaluation)

4. Teaching Methods: Following pedagogical tools will be used for teaching the course:

- a) Case discussions.
- b) Discussion on issues and techniques
- c) Projects/Assignments/Quiz/Class Participation, etc.

5. Evaluation:

A	Projects/ Assignments/ Quizzes/ Individual or group Presentation/ Class participation/ Case studies etc	Weightage 50 marks (Internal Assessment)
B	Mid-Semester Examination	Weightage 30 marks (Internal Assessment)
C	End –Semester Examination	Weightage 70 marks (External Assessment)

6. Text Books:

Sr. No.	Author	Name of the Book	Publisher	Edition
T1	Shah Janat	Supply Chain Management: Text and Cases	Pearson Education	Latest edition
T2	Sinha Amit, Herbert Kotzab	Supply Chain Management	Tata McGraw Hill	2011
T3	Chopra Sunil, Meindle Peter and Kalra D. V.	Supply Chain Management: Strategy Planning and Operation	Pearson Education	Fourth Edition 2011

7. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Edition
R1	Sarika Kulkarni	Supply Chain Management	Tata McGraw-Hill	Latest Edition
R2	Coyle, Bardi, Longley	The management of Business Logistics – A supply Chain Perspective	Thomson Press	Latest Edition
R3	Donald J Bowersox, Dand J Closs, M Bixby	Supply Chain Logistics Management	Tata McGraw-Hill	Latest Edition

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R4	Wisner, Keong Leong and Keah-Choon Tan	Principles of Supply Chain Management A Balanced Approach	Thomson Press	Latest Edition

8. List of Journals/Periodicals/Magazines/Newspapers, etc.

Supply Chain Journals and Articles published in India and internationally may be referred.

9. Session Plan:

Session no.	Topic
1	Meaning, Role of supply chain management
2-3	Supply chain strategy and performance measures
4-5	Supply Chain Drivers and Metrics
6-7	Outsourcing – Make or Buy
8-9	Inventory Management
10	Production Planning and Scheduling
11-12	Transportation
13-14	Network Design and Operations, Distribution Networks
15-17	Demand Forecasting
18-19	Supply Chain Data Management
20-21	Information Technology in Supply Chain Management
22-23	Supply Chain Integration
24	Supply Chain Restructuring
25	Agile Supply Chains
26-28	Pricing and Revenue Management , Global Supply Chain
29-36	Practical Module: (Project Work/Assignment/Presentation on Supply Chain of Selected Industry/Firm)

MBA-II
Semester-IV
Project Management (PM)

1. Objectives:

- To develop an awareness of the need for project planning and management
- To apply professional attitudes and techniques to managing a project
- Provide students with a basic understanding of project management principles and practices.
- Increase the student's ability to function effectively on a project team.
- Increase the student's ability to function effectively as a project manager.

2. Course Duration: The course duration is of 36 sessions of 75 minutes each, i.e. 45 hours.

3. Course Contents:

Module No:	Module Content	No. of Sessions	Marks (70 External exam)
I	Concept of project – classifications – project risk – scope Project management – definitions – overview – project plan – management principles applied to project management – project management life cycles and uncertainty Project planning – scope – problem statement – project goals – objectives – success criteria – assumptions – risks – obstacles – approval process – projects and strategic planning	7	17
II	Project implementation – project resource requirements – types of resources – men – materials – finance Project monitoring – evaluation – control – project network technique – planning for monitoring and evaluation – project audits – project management information system – project scheduling – PERT & CPM – project communication – post project reviews	7	17
III	Project team management – recruitment – organizing – human resources – team operating rules – project organization – various forms of project organizations – project organization charting – project contracts – principles – compilation of contracts – practical aspects – legal aspects – global tender – negotiations – insurance Closing the project – types of project termination – strategic implications – project in trouble – termination strategies – evaluation of termination possibilities – termination procedures	7	18
IV	Project inventory management – nature of project inventory – supply and transportation of materials – use of PERT & CPM techniques	7	18

V	Practical Module: Prepare a project of your choice using the theoretical fundamentals in above modules and also prepare a project report under the guidance of your subject teacher.	8	(20 Marks of CEC Internal Evaluation)
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4. Teaching Method: The following pedagogical tools will be used to teach this course:

(1) Lectures and Discussions

(2) Role Playing

(3) Assignments and Presentations

5. Evaluation:

A	Projects/ Assignments/ Quizzes/ Individual or group Presentation/ Class participation/ Case studies etc	Weightage 50 marks (Internal Assessment)
B	Mid-Semester Examination	Weightage 30 marks (Internal Assessment)
C	End –Semester Examination	Weightage 70 marks (External Assessment)

6. Text Books:

Sr. No.	Author	Name of the Book	Publisher	Edition
T1	Khatua	Project Management and Appraisal	Oxford Publication	Latest Edition
T2	Clifford F Gray, Erik W Larson	“Project Management-The Managerial Process”	Mcgraw-Hill Publishing Co Ltd	Latest edition
T3	Harry-Maylor	Project Management	Pearson Publication	Latest edition

7. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Edition
R1	P K Joy	Total Project Management- The Indian Context	Macmillan India Ltd	Latest edition
R2	Prasanna Chandra	Project Planning Concept	TMH Publication	Latest Edition
R3	Jack Meredith, Samuel J. Mantel Jr	“Project Management- A Managerial Approach”	John Wiley and Sons	Latest edition
R4	David I Cleland	Project management	Mcgraw Hill International Edition	Latest edition
R5	Gopalakrishnan	Project Management	Mcmillan India Ltd	Latest edition
R5	John M Nicholas	“Project Management For Business And Technology”	Prentice Hall Of India Pvt Ltd	Latest edition

8. List of Journals/Periodicals/Magazines/Newspapers, etc.

Project Management Journals and Articles published in India and internationally, use of Software like M.S. Project, SAP, etc. is encouraged.

9. Session Plan:

Session no.	Topic
1-2	Introduction – Definitions – classifications – project risk – scope Project management – definitions – overview – project plan
3-4	management principles applied to project management – project management life cycles and uncertainty
5-6	Project planning – scope – problem statement – project goals – objectives – success criteria – assumptions – risks – obstacles – approval process
7	projects and strategic planning
8-9	Project implementation – project resource requirements-types of resources – men – materials – finance
10-11	Project monitoring – evaluation – control-project network technique
12-13	planning for monitoring and evaluation – project audits- project management information system – project scheduling – PERT & CPM
14	project communication – post project reviews
15-16	Project team management – recruitment
17-18	organizing – human resources – team operating rules – project organization – various forms of project organizations
19-21	project organization charting – project contracts – principles – compilation of contracts – practical aspects – legal aspects – global tender – negotiations – insurance
22-23	Closing the project – types of project termination – strategic implications – project in trouble
24-25	termination strategies – evaluation of termination possibilities – termination procedures
26-28	Project inventory management – nature of project inventory – supply and transportation of materials – use of PERT & CPM techniques
29-36	Practical Module: Prepare a project of your choice using the theoretical fundamentals in above modules and also prepare a project report under the guidance of your subject teacher.

MBA-II
Semester-IV
MANAGEMENT CONTROL SYSTEMS (MCS)

1. Course Objectives: Every organization is meant for achieving pre-set goals and objectives. Well thought-out strategies are being implemented for this purpose. Execution of these strategies assumes as much importance as formulation itself. Management control systems are designed in order to implement these strategies successfully. The process of implementation of the strategies and the dilemma faced by managers are the main focus of this course. It envisages strategic planning, budgeting, resource allocation, performance measurement, evaluation, and reward/ responsibility centre allocation. Thus, the main objective of this course is to equip the students with the skills for effective implementation of strategies and resolving the attendant problems.

2. Course Duration: The course duration is of 36 sessions of 75 minutes each, i.e. 45 hours.

3. Course Contents:

Module No:	Module Content	No. of Sessions	Marks (70 External exam)
I	Introduction to Management Control Systems and the Environment of Management Control. The Nature of Management Control, Basic Concepts- Behavior Aspects of Organizations, Goal Congruence and Factors Influencing the Congruence.	7	17
II	The Structure of Management Control Systems. Responsibility Centres. Definition, Types – Revenue & Expense Centres, Engineered and Discretionary Expense Centres – Profit Centres, Various Measures of Profits.	7	17
III	Transfer of Goods & Services between Divisions and its Pricing. Administration of Transfer Prices – Investment Centres, Measures and Controls of Assets. Divisional performance and Responsibility accounting, Various Control issues.	7	18
IV	The Process Part of Management Control:- Planning, Budgeting, Performance Analysis and Rewarding. Strategic Planning. Planning of Existing and Proposed Programs; Budget Preparation. Its Process and Techniques. Analysis of Performance through Variance. Developments in Performance Measurement System (PMS). Balance Score Card. Compensation for Management Staff – Different Compensations Plans for Corporate Officers and SBU Managers	7	18

V	Practical Module: Application of MCS in following a. Service organization b. Non-profit organization c. Projects d. Defining control variables and check point for event management.	8	(20 Marks of CEC Internal Evaluation)
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4. Teaching Method:

The following pedagogical tools shall be used for teaching the subject:

1. The suggested method is chalk and talk, along with discussion.
2. Discussion of cases.

The practical assignment shall to be carried by field work, and/or discussions on peculiarity of MCS in industry, manufacturing & service organizations, and practical applications should be undertaken.

5. Evaluation:

A	Projects/ Assignments/ Quizzes/ Individual or group Presentation/ Class participation/ Case studies etc	Weightage 50 marks (Internal Assessment)
B	Mid-Semester Examination	Weightage 30 marks (Internal Assessment)
C	End –Semester Examination	Weightage 70 marks (External Assessment)

6. Text Books:

Sr. No.	Author	Name of the Book	Publisher	Edition
T1	Robert Anthony and Vijay Govindarajan,	Management Control Systems	Tata McGraw Hill	Latest Edition
T2	Pradip Kumar Sinha	Management Control Systems	Excel	Latest Edition
T3	N. Ghosh	Management Control Systems	PHI	Latest Edition

7. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Edition
R1	Joseph A. Maciariello and Calvi J. Kirby	Management Control Systems	PHI	Latest Edition
R2	Ravindhra Vadapalii	Management Control Systems	Excel	Latest Edition

8. List of Journals/Periodicals/Magazines/Newspapers, etc.

Professional selling, Journal of Personal Selling & Sales Mgmt., Journal of Marketing Channels, Journal of Supply Chain Mgmt., International Journal of Retail and Distribution Mgmt., etc.

9. Session Plan:

Session no.	Topic
1-2	Introduction to Management Control Systems, Basic Concepts, Boundaries of Management Control.
	Reading: For reading the theory Chapters of any text book is suggested. However, as a base reference book, T-1 is suggested. Cases are selected from that book
3-4	The Nature of Control Systems. Different Levels of Planning and Control. Strategy Implementation aspects. Interfaces of Various Disciplines.
	Reading : The Nature of MCS (AG: Chap –1) or any other book Case: Nucor Corporation (A) (AG: 1.1)
5-6	Behaviour in Organisations. Behavioural aspects of Systems. Factors affecting Human Behaviour. Issues of Goal Congruences. Structure of Organisations. Functional v/s SBU. Role of Controller
	Reading : Behaviour in Organizations (AG: Chap –3) or any other book Case: Rendell Company (AG 3.3)
7-9	Responsibility Centers: Revenue and Expense Centres, Discretionary Expense Centers. The structural part of MCS. Classification of responsibility centres. Expense, discretionary v/s engineered, revenue centre; budget preparation of various centres.
10-11	Responsibility Centers: Revenue and Expense Centres, Discretionary Expense Centers. The structural part of MCS. Classification of responsibility centres. Expense, discretionary v/s engineered, revenue centre; budget preparation of various centres.

12-13	Profit Responsibility Centre: Conditions for making a profit centre. Constraints for profit centres. Various measures of profits and its implications
	Reading : Profit Centres (AG : Chap. 5) or any other book Case: North Country Auto, Inc. (AG: Chap 5.2)
14-15	Transfer Prices: Objectives, basic principles. Ideal situations of having good transfer prices to be set. Various methods of fixing transfer prices. Administration of transfer prices.
	Reading :Transfer Pricing (AG : Chap. 6) or any other book Case: Birch Paper Company (AG :6.2)
16-17	Investment Responsibility Centre: investment centre as responsibility centre. Measurement of various assets. Various depreciation method and its implications.EVA v/s ROI
	Reading : Measuring and Controlling Assets Employed(AG : Chap.7) or any other Book
	The Management Control Process Reading: Strategies, the process part of MCS. Strategic planning. Internal and external analysis of strategic planning(AG : Chap.8) or any other book
18-19	Budgeting & Control Reading: Budget Preparation, budgeting for short term and long term. Various types of budget, capital and operation budgets. The process part of budget preparation(AG : Chap. 9) or any other book Case : New York Times (AG 9.1)
20-21	Analysing the Financial Performance: evaluation of performance. Variances. Performance of the organisation. Balance score card. Key success factors Reading: Chap, AG 10(or any other book), and also a reading of Variance analysis from Cost Accounting Book
22-23	Performance Reports Reading : AG :Chap :11 Case: Analog Devices, Inc. (A)
24-25	Management Compensation: compensation for management staff. Characteristics for a good compensation plans. Types of incentive plans. Reading : AG Chap. 12 or any other book
26-28	Differentiated Strategies, controls for systems for different strategies. Innovative and competitive strategies. Reading: AG Chap.13 or any other book Case: Texas Instruments and Hewlett-Packard (AG 13.3)
29-36	Practical Module: Application of MCS in following

	<ul style="list-style-type: none">a. Service organizationb. Non-profit organizationc. Projects <p>Defining control variables and check point for event management.</p>
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MBA-II
Semester-IV
TECHNOLOGY & BUSINESS (T&B)

1. Objectives: The objective of the course is to understand the use of technology to design and structure the organization. Knowing about the creation of alliances and partnerships that include electronic linkages. Identifying information and use of technology for Business Initiatives. Understanding the role of technology in under the current scenario of collaborations and clusters.

2. Course Duration: The course duration is of 36 sessions of 75 minutes each, i.e. 45 hours.

3. Course Contents:

Module No:	Module Content	No. of Sessions	Marks (70 External exam)
I	Introduction: Understand the role of information Technology in an organization., Fundamental of Computers, Strategic initiatives for technology in business organizations	7	17
II	Business Intelligence: Introduction, Technologies Enabling BI, Management and future of BI, Knowledge Management: Strategic Knowledge Management, Knowledge Management through technology i.e.: KMS,	7	18
III	Ethics and Information, Ethical issues related to Information Technology, Enterprise Systems- CRM, SCM, ERP An overview ERP-Selection, Execution and future directions and trends, ES for SME's and MSME's	7	17
IV	Creating and enhancing collaborative partnerships: An overview, steps involved and prerequisites. Outsourcing: Concept, Kinds, latest trends. Emerging trends and technologies Security management of Information technology	7	18
V	Practical Module: Prepare a project of your choice using the theoretical fundamentals in above modules and also prepare a small presentation / project report under the guidance of your subject teacher, and make public presentation.	8	(20 Marks of CEC Internal Evaluation)

4. Teaching Method: The following pedagogical tools will be used to teach this course:

(1) Lectures and Discussions. (2) Use of ICT in classroom / outside.

(3) Assignments and Presentations

5. Evaluation:

A	Projects/Assignments/Quiz/Class Participation, etc.	Weightage (50 Marks) (Internal Assessment)
B	Mid-Semester Examination	Weightage (30 Marks) (Internal Assessment)
C	End-Semester Examination	Weightage (70 Marks) (External Assessment)

6. Text Books:

Sr. No.	Author	Name of the Book	Publisher	Edition
T1	Efraim Turban Dorothy Leidner Ephraim Mclean James Wetherb	IT for Management- Transforming organization in the digital economy	Wiley	Latest edition
T2	Haag, Philips	Business Driven Technology	McGraw Hill	Latest edition
T3	S. A. Kelkar	Strategic IT Management: A concise study	PHI Publication	Latest edition

7. Reference Books:

8. List of Journals/Periodicals/Magazines/Newspapers, etc.

Technology, ICT and Computer Application Journals and Articles published in India and internationally, use of ICT for Conference and Seminars, Multi-location collaborative working for projects etc. is encouraged.

9. Session Plan:

Session no.	Topic
1-3	Introduction: Understand the role of information Technology in business organisation
4-6	Fundamental of Computers, Strategic initiatives for technology in business organisations
7-8	Business Intelligence: Introduction, Technologies Enabling Business Intelligence, Management and future of Business Intelligence
9-11	Knowledge Management: Strategic Knowledge Management, Knowledge Management through technology i.e.: KMS
12-13	Ethics and Information, Ethical issues related to Information Technology
14-16	Enterprise Systems- CRM, SCM, ERP An overview ERP-Selection
17-19	Execution and future directions and trends, ES for SME's and MSME's
20-22	Creating and enhancing collaborative partnerships-steps involved and prerequisites
22-24	Outsourcing: Concept, Kinds, latest trends
25-27	Emerging trends and technologies Security management of Information technology
28-36	Practical Module: Practical Exercises / Case Discussions

MBA-II
Semester-IV
INVESTMENT BANKING (IB)

1. Objectives: To make the students aware about investment banking, valuation of companies, financial markets and restructuring of business.

2. Course Duration: The course duration is of 36 sessions of 75 minutes each, i.e. 45 hours.

3. Course Contents:

Module No:	Module Content	No. of Sessions	Marks (70 External exam)
I	The businesses of investment banking : Investment banks' role and function; The trends in investment banking; History and Emergence of investment banking; Types of investment banks; Raising capital: Equity and Debt; Raising Terms loans and working capital and appraisal thereof; Raising funds through using other debt instruments; including international funding; rating of instruments	7	17
II	Valuation of companies and business: Equity and Bond Valuation, Equity Research in investment banks; Business Valuation Models, Stock price and equity research; Investment Banking Perspective in Corporate Restructuring and M&A ; The role of investment banks in structuring M&A transactions, due diligence	7	17
III	Financial Markets: Understanding of Primary Market (IPO) and Secondary Market; Fund Raising through Private Equity, Venture Capital and Private Placement; Regulatory Aspects of Investment Banking, Ethics and compliance Differences in corporate governance between corporate clients and investors	7	18
IV	Issue Management: Role of Investment Banking in Primary Market (IPO); Functions of Merchant Banker in Issue Management; Underwriting and Bought Out Deals; Buybacks and Delisting Restructuring of business and ARCs: Restructuring – Financial and organizational restructuring, BIFR, Corporate Debt Restructuring, SARFAESI Act, ARCs, Reschedulement and Restructuring;	7	18
V	Practical Module: Prepare a project of your choice using the theoretical fundamentals in above modules and also prepare a project report under the guidance of your subject teacher.	8	(20 Marks of CEC Internal Evaluation)

4. Teaching Method: The following pedagogical tools will be used to teach this course:

(1) Lectures and Discussions

(2) Role Playing

(3) Assignments and Presentations

5. Evaluation:

A	Projects/ Assignments/ Quizzes/ Individual or group Presentation/ Class participation/ Case studies etc	Weightage 50 marks (Internal Assessment)
B	Mid-Semester Examination	Weightage 30 marks (Internal Assessment)
C	End –Semester Examination	Weightage 70 marks (External Assessment)

6. Basic Text Books:

Sr. No.	Author	Name of the Book	Publisher	Edition
T1	Pratap G Subramanyam	Investment Banking	TATA McGraw Hill	2011 Latest edition
T2	Ranjan Rakesh	Investment Banking	Wiley Publication	Latest edition
T2	Khatua	Project Management & Appraisal	Oxford Publication	Latest edition
T3	Dr R P Rustogi	Working Capital Management	Taxmann Publication	Latest edition
T4	Ashwarath Dampdarani	Damodaran On Valuation	Wiley Publication	Latest edition

7. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Edition
R1	Candra	Corporate Valuation	TMH publication	Latest edition
R2	Finnery	Project Financing	Wiley Publication	Latest edition
R3	Bhattacharya	Working Capital Management	PHI publication	Latest edition
R4	Prasana Chandra	Project Planning, concepts	TMH Publication	Latest edition

8. List of Journals/Periodicals/Magazines/Newspapers, etc.: Journal of Finance, Journal of Finance and Economics, Journal of Banking and Finance

9. Session Plan:

Session no.	Topic
1-2	Investment banks' role and function; The trends in investment banking; History and Emergence of investment banking
3-4	Types of investment banks; Raising capital: Equity and Debt
5-6	Raising funds through using other debt instruments; including international funding; rating of instruments
7	Raising Terms loans and working capital and appraisal thereof
8-9	Valuation of Companies and Business, Equity and Bond Valuation,
10-11	Business Valuation Models, Stock price and equity research, Equity Research in investment banks
12-13	Investment Banking Perspective in Corporate Restructuring and M&A ; The role of investment banks in structuring M&A transactions, Due diligence
14-15	Financial Markets: Understanding of Primary Market (IPO) and Secondary Market
16-17	Fund Raising through Private Equity, Venture Capital and Private Placement
18-19	Regulatory Aspects of Investment Banking, Ethics and compliance Differences in corporate governance between corporate clients and investors
20-21	Issue Management: Role of Investment Banking in Primary Market (IPO); Functions of Merchant Banker in Issue Management
22-23	Underwriting and Bought Out Deals; Buybacks and Delisting
24-25	Underwriting and Bought Out Deals; Buybacks and Delisting
26-28	Restructuring – Financial and organizational restructuring, Corporate Debt Restructuring, Reschedulement and Restructuring, BIFR, SARFAESI Act, ARCs,
29-36	Practical Module: Prepare a Case Study or project report on any topic mentioned above.

MAJOR FUNCTIONAL AREA: MARKETING (MM)

MBA-II

Semester-IV

Product and Brand Management (PBM)

1. Objectives: The objectives of the course are:

- To develop an understanding of the basic branding principles and their exposure to classic and contemporary branding applications.
- To make the students aware about the role of brands, the concept of brand equity, and the advantages of creating strong brands.
- To increase the understanding of the important issues in planning, implementing, and evaluating brand strategies.
- To acquaint the students with the appropriate concepts, theories, models and other tools to make better brand decisions.
- 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.

2. Course Duration: The course duration is of 36 sessions of 75 minutes each, i.e. 45 hours.

3. Course contents:

Module No:	Module Content	No. of Sessions	Marks (70 External exam)
I	The theoretical Foundation Competition & Product Strategy, product in theory & in practice, Product life cycle, product portfolio	7	17
II	Product Management & new product development New product development process New product strategy, commercialization, managing Growth, Managing the mature Product	7	17
III	Branding & Brand Management, The concepts of Brand Equity, Creating brands in a competitive market. Brand Positioning and Brand Associations. Using Brand Elements to create brand equity. Leveraging Secondary Brand Associations.	7	18
IV	Growing and Sustaining Brand Equity: Designing and Implementing Branding Strategies, Launching Brand Extensions Products, Managing brands overtime and	7	18

	geographic boundaries. Developing a Brand Equity Management System. Measuring Sources of Brand Equity and Brand Equity measurement approaches.		
V	<p>Practical Module: <i>Application of Concepts learnt from Module I to IV:</i></p> <p>Secondary and Primary data study on brand audit, knowing association of consumers with various brand, etc.</p> <p>Developing a new product considering all stages of new product development</p> <p>Comparative analysis of brand extensions done by various competing brands.</p> <p>Comparative Analysis of same Brands managed in different countries</p> <p>Comparative Analysis of Brand Positioning of close competitors</p> <p>Comparative Analysis of Products Life Cycle of various competing brands</p> <p>Any other application</p>	8	(20 Marks of CEC Internal Evaluation)

4. Teaching Methods:

The course will use the following pedagogical tools:

- a. Case discussion covering a cross section of decision situations.
- b. Discussions on issues and techniques of Marketing.
- c. Projects/ Assignments/ Quizzes/ Class participation etc.

5. Evaluation:

A	Projects/ Assignments/ Quizzes/ Individual or group Presentation/ Class participation/ Case studies etc	Weightage 50 marks (Internal Assessment)
B	Mid-Semester Examination	Weightage 30 marks (Internal Assessment)
C	End –Semester Examination	Weightage 70 marks (External Assessment)

6. Text Books:

Sr. No.	Author	Name of the Book	Publisher	Edition
T1	Kevin Lane Keller, M.G. arameswaram, Isaac Jacob	Strategic Brand Management	Pearson Education	Third Edition
T2	Michael Baker & Susan Hart	Product Strategy and Management	Pearson Education	Second Edition
T3	S. Ramesh Kumar	Managing Indian Brands, Marketing Concepts & Strategies	Vikas	Latest Edition

7. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Edition
R1	Lehman and Winer	Product Management	Tata McGraw Hill	Fourth edition
R2	Ramanuj Majumdar	Product Management in India	PHI EEE	Latest Edition
R3	YLR Moorthi	Brand Management, The Indian Context	Vikas	Latest Edition

8. List of Journals/ Periodicals/ Magazines/ Newspapers:

The economic times (brand equity), Brand Reporter, Indian management, Harvard business review, Indian journal of marketing.

9. Session Plan

Session no.	Topic
1-2	Competition & Product Strategy, product in theory & in practice, Product life cycle, product portfolio
3-4	product in theory & in practice
5-6	Product life cycle
7	product portfolio
8-10	New product development process New product strategy, commercialization
11-14	Managing Growth, Managing the mature Product
15-16	The concepts of Brand Equity, Creating brands in a competitive market..
17-18	Brand Positioning and Brand Associations.
19-21	Using Brand Elements to create brand equity. Leveraging Secondary Brand Associations
22-23	Designing and Implementing Branding Strategies, Launching Brand Extensions Products, Managing brands overtime and geographic boundaries.
24-25	Developing a Brand Equity Management System.
26-28	Measuring Sources of Brand Equity and Brand Equity measurement approaches.
29-36	<p>Practical Module: <i>Application of Concepts learnt from Module I to IV:</i> Secondary and Primary data study on brand audit, knowing association of consumers with various brand, etc. Developing a new product considering all stages of new product development Comparative analysis of brand extensions done by various competing brands. Comparative Analysis of same Brands managed in different countries Comparative Analysis of Brand Positioning of close competitors Comparative Analysis of Products Life Cycle of various competing brands Any other application</p>

MBA-II
Semester-IV
Services and Relationship Marketing (SRM)

1. Objective: Services are becoming a dominant economic driver in the Indian economy. With increasing competition and discerning buyers, it has become inevitable for the marketers to go for relationship management to attract, retain and grow customers. The course is designed to develop insights into emerging trends in the service sector in a developing economy and tackle issues involved in the management of services on a national basis. The course intends to supplement basic marketing and marketing strategy courses by focusing on problems and strategies specific to marketing of services. It deals with the problems commonly encountered in marketing services -- such as intangibility (inability to inventory), difficulty in synchronizing demand and supply, difficulty in controlling quality and retaining customers. Strategies used by successful services marketers to overcome these difficulties are addressed to by the course contents.

2. Course Duration: The course duration is of 36 sessions of 75 minutes each i.e. 45 hours.

3. Course Contents:

Module No:	Module Content	No. of Sessions	Marks (70 External exam)
I	<p>Basics of Services Marketing: What are Services? ; Why Study Services? ; Role of services in the economy; Services and Technology - technology in service encounter, emergence of self service, automation in services, Internet services; Distinctions between Services and Goods; Services Marketing Mix;</p> <p>Customer Behaviour in Service Encounter: Four Categories of Services – People-Processing, Mental-Stimulus Processing, Possession-Processing, and Information-Processing;; Customer Decision Making – Pre-purchase Stage, Service-Encounter Stage and Post-Encounter Stage; ; Customer Expectations and Perceptions of Services – Zone of Tolerance</p>	7	17
II	<p>Services Marketing Mix: Product – Core and Supplementary Elements, Branding Service Products ; Price – Role of Non-monetary Costs, Pricing Strategy Pricing and Revenue Management, Yield Management, Place – Service Distribution, Role of Customers in Service Delivery, Delivery through Intermediaries, Franchising, Electronic Channels, Self-Service Technologies;</p>	7	17

	Promotion – Role of Marketing Communication, Marketing Communication Mix, Integrated Services Marketing Communication		
III	<p>Expanded Marketing Mix: People – Employees’ Role in Service Delivery, Service Leadership and Culture, Process – Service Blueprinting, Service Process Redesign Physical Evidence - Servicescape, Service Environments, Managing Capacity and Demand: Understanding Capacity, Demand Patterns, Strategies for Matching Capacity and Demands</p>	7	18
IV	<p>Service Quality and Relationship Management: Services Quality: Gaps Model; Measuring and Improving Service Quality; Relationship Management: Defining Customer Relationships; The Basics; External Relationships; Supplier Relations; Internal Relationships</p> <p>Relationship Marketing: Customer Retention; Customer Loyalty; Strategies for reducing Customer Defections; and Customer Relationship Management (CRM)</p>	7	18
V	<p>Practical Module: Application of Module I to IV.</p> <p>Service Blue Prints. Gap analysis in Various services including Public Transport and public services with respect to India. Any other application.</p>	8	(20 Marks of CEC Internal Evaluation)

4. Teaching Methods: The following pedagogical tools will be used to teach this course:

- (1) Lectures
- (2) Case Discussions and Role Playing
- (3) Audio-visual Material (Using CDs/ Clippings)
- (4) Assignments and Presentations

5. Evaluation:

A	Projects/ Assignments/ Quizzes/ Individual or group Presentation/ Class participation/ Case studies etc	Weightage 50 marks (Internal Assessment)
B	Mid-Semester Examination	Weightage 30 marks (Internal Assessment)
C	End –Semester Examination	Weightage 70 marks (External Assessment)

6. Text Books:

Sr. No.	Author	Name of the Book	Publisher	Edition
T1	Lovelock Christopher, Wirtz Jochen and Chatterjee Jayanta	Services Marketing: People, Technology, Strategy	Pearson Prentice Hall	Seventh Edition, 2011
T2	Zeithaml V. A., Bitner M.J., Gremler D.D., and Pandit A.	Services Marketing: Integrating Customer Focus Across the Firm	Tata McGraw Hill	Fifth Edition, 2011
T3	Nargundkar Rajendra	Services Marketing: Text and Cases	McGraw Hill	Third Edition, 2010

7. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Edition
R1	R. Srinivasan	Services Marketing	PHI	Second Edition, 2009
R2	Fitzsimmons J.A. and Fitzsimmons M.J.	Service Management: Operations, Strategy, Information Technology	Tata McGraw-Hill	Fifth Edition, 2006
R3	Clow K. E. And Kurtz D.L.	Services Marketing: Operations, Management, and Strategy	Biztantra	Second Edition, 2003
R4	Gronroos Christian	Service Management and Marketing: Customer management in Service Competition	Wiley	Third Edition, 2007
R5	Jauhari Vinnie and Dutta Kirti	Services: Marketing, Operations, and Management	Oxford	First Edition, 2009

8. List of Journals / Periodicals/Magazines/Newspapers:

Journal of Services Marketing, Journal of Services Research, Journal of Marketing, ICAI Journal of Service Management,

NB: The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from Text(s) and references in items 6 and 7 mentioned above.

9. Session Plan:

Session no.	Topic
1	What are Services? ; Why Study Services, Role of services in the economy.
2	Services and Technology - technology in service encounter, emergence of self service, automation in services, Internet services
3	Distinctions between Services and Goods
4	Services Marketing Mix
5	Four Categories of Services – People-Processing, Mental-Stimulus Processing, Possession-Processing, and Information-Processing
6-7	Customer Decision Making – Pre-purchase Stage, Service-Encounter Stage and Post-Encounter Stage, Customer Expectations and Perceptions of Services – Zone of Tolerance;
8	Product – Core and Supplementary Elements, Branding Service Products
9-10	Price – Role of Non-monetary Costs, Pricing Strategy Pricing and Revenue Management, Yield Management
11-12	Place – Service Distribution, Role of Customers in Service Delivery, Delivery through Intermediaries, Franchising, Electronic Channels, Self-Service Technologies
13-14	Promotion – Role of Marketing Communication, Marketing Communication Mix, Integrated Services Marketing Communication
15-16	People – Employees’ Role in Service Delivery, Service Leadership and Culture,
17-18	Process – Service Blueprinting, Service Process Redesign
19-20	Physical Evidence - Servicescape, Service Environments
21	Understanding Capacity, Demand Patterns, Strategies for Matching Capacity and Demands
23	Services Quality: Gaps Model; Measuring and Improving Service Quality
24	Relationship Management: Defining Customer Relationships; The Basics; External Relationships; Supplier Relations; Internal Relationships
25	Customer Retention
26	Customer Loyalty
27	Strategies for reducing Customer Defections
28	Customer Relationship Management (CRM)

29-36	<p data-bbox="337 268 727 336">Practical Module: Application of Module I to IV.</p> <p data-bbox="337 384 1386 531">Service Blue Prints Gap analysis in Various services including Public Transport and public services with respect to India Any other application</p>
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MAJOR FUNCTIONAL AREAS: FINANCE (FM)

MBA-II

Semester-IV

Mergers & Acquisition (M & A)

1. Course Objective:

To develop the perspective of financial policy as a subset of corporate strategy and to have an insight into financial decisions. In addition, the course aims to familiarize students with various techniques of corporate restructuring, and valuation methods and their application used by corporate in real life. To develop an understanding of Mergers and Acquisitions (M&A) as a significant economic activity taking place in today's economy.

2. Course Duration: The course duration is of 36 sessions of 75 minutes each, i.e. 45 hours.

3. Course Content:

Module No:	Module Content	No. of Sessions	Marks (70 External exam)
I	Introduction to Corporate Restructuring Fundamental concept of corporate restructuring, different forms, motives & applications of corporate restructuring, Mergers & acquisitions concept, process. Due diligence for M&A, Take-over and Defense Tactics	8	15
II	Accounting, Taxation & legal aspects of M&A Accounting for Mergers & Demergers, Competition Act for M&A, SEBI's rules & regulations for M&A, Share Buyback guidelines, Tax implications. Calculations of exchange ratio.	8	17
III	Valuation Aspects of M&A Fundamental and methods of valuation, Calculations of financial synergy and return, Different approaches of valuation – Comparable company & transaction analysis method, DCF, Real Option method, Formula approach for valuation and other important methods of valuation, Valuation of Brands, Funding Options for M&A.	8	20

IV	Dimensions of Corporate Restructuring Corporate Restructuring including buy-back of shares, & Divestiture, Financial Restructuring, Alliances & Joint Ventures, Employee Stock Ownership, Going Private & Leveraged Buyouts Cross-Border Mergers & Acquisitions. De-Merger, Delisting of Securities	8	18
V	Practical Module: Various Case Studies in Mergers & Acquisitions. A case report correlating the theories and valuation model must be prepared by using the data and example of M&A deals occurred in the past. (For preparing this case report, any sector and any deal pertaining to that sector can be taken as per choice and discretion)	8	(20 Marks of CEC Internal Evaluation)

4. Teaching Methods: The following pedagogical tools will be used to teach this course:

- 1 Lectures & Discussions
- 2 Assignments & Presentations
- 3 Case Analysis

5. Evaluation:

A	Projects/ Assignments/ Quizzes/ Individual or group Presentation/ Class participation/ Case studies etc	Weightage 50 marks (Internal Assessment)
B	Mid-Semester Examination	Weightage 30 marks (Internal Assessment)
C	End –Semester Examination	Weightage 70 marks (External Assessment)

6. Text Books:

Sr. No.	Author	Name of the Book	Publisher	Edition
T1	P. Rajesh Kumar	Mergers & Acquisitions	Tata McGraw- Hill	Latest Edition
T2	Prasant Godbole	Mergers, Acquisitions and Corporate	Vikas Publication	Latest Edition
T3	Rajinder S. Arora Shard Kale Kavita Sethi	Mergers & Acquisitions	OXFORD Publication	Latest Edition

7. Reference Books:

Sr. No.	Author	Name of the Book	Publisher
R1	Sudi Sudarshan	Creating Value through Merger and Acquisitions	Pearson
R2	Bhagvandas	Corporate restructuring	Himalaya
R3	Nishikantha Jha	Merger and Acquisitions	Himalaya
R4	Machiraju	Mergers And Acquisitions	New Age Publishers
R5	James J. Fred Weston, Mark L. Mitchell, J.	Takeovers, Restructuring, and Corporate Governance	Pearson Education
R6	Kamal Goshray	Mergers, Acquisition and Valuations	PHI
R7	Patrick Gaughan	Mergers, Acquisitions & Corporate restructuring (4th Edition)	Wily Publication
R8	Arzak	Value Creation From Mergers And Acquisitions	Wiley India (P) Ltd.
R9	Chandrashekar Krishna Murthy	Merger Acquisitions & Corporate Restructuring	Sage Publication
R10	Ramanujam et al	Mergers	TMH, 2003
R11	John C. Michelson	Restructuring for Growth	TMH

8. List of Journals / Periodicals / Magazines / Newspapers etc.: The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

1. Business Standard
2. The Economic Times
3. Financial Express
4. Chartered Financial Analyst
5. Journal of Applied Finance
6. CFA Reader
7. Business Today
8. Business India
9. Business World
10. Finance India

9. Session Plan:

Session no.	Topic
1-5	Fundamental concept of corporate restructuring, different forms, motives & applications of corporate restructuring, Mergers & acquisitions concept, process. Due diligence for M&A
6-12	Accounting for Mergers & Demergers, Competition Act for M&A, SEBI's rules & regulations for M&A, Share Buyback guidelines, Tax implications. Calculations of exchange ratio.
13-21	Fundamental and methods of valuation, Calculations of financial synergy and return, Different approaches of valuation – Comparable company & transaction analysis method, DCF, Real Option method, Formula approach for valuation and other important methods of valuation, Valuation of Brands, Funding Options for M&A
22-28	Corporate Restructuring & Divestiture, Financial Restructuring, Alliances & Joint Ventures, Employee Stock Ownership, Going Private & Leveraged Buyouts Cross-Border Mergers & Acquisitions
29-36	Practical Module: Various Case Studies in Mergers & Acquisitions. A case report correlating the theories and valuation model must be prepared by using the data and example of M&A deals occurred in the past. (For preparing this case report, any sector and any deal pertaining to that sector can be taken as per choice and discretion)

MBA-II
Semester-IV
Risk Management (RM)

1. Course Objective: The course intends to equip students with the ability to apply stock market basics to Indian Derivative market. Financial Derivatives are discussed in terms of their valuation, analysis and application for hedging, speculation and arbitrage. Students are apprised of the recent innovations in derivatives in India unlike other countries. At the end of the course, they are expected to have learnt the mechanics, valuation and trading strategies of derivative market. They are also required to frame their own trading strategies in this volatile market.

2. Course Duration: The course duration is of 36 sessions of 75 minutes each, i.e. 45 hours.

3. Course Content:

Module No:	Module Content	No. of Sessions	Marks (70 External exam)
I	<p>Introduction to Cash & Derivative Market- An Overview</p> <p>Basic Market Concepts & Mechanics of Cash Market, Various Indices of the world , Meaning & types of Derivative Instruments, Forward, future, Option & swaps, Spot v/s Future Market, Growth of Derivative Markets in India-History & Background, Types of Traders-Hedger, Arbitrageur & Speculation, Standardization of Derivative Contracts & other basic concepts. Regulatory Framework.</p>	5	15
II	<p>Forward & Future Markets</p> <p>Introduction, Mechanics of Forward & Future Market, Stock Futures & Stock Index Futures in India, Pricing of Forward & Future Markets-how to read quotes, Margins, Open interest positions etc. Cost of Carry Models & Basis-Cash Price v/s Future price, Trading Strategies-Index Arbitrage, hedging using futures, options and combination of both,Speculation, spreads etc .</p>	8	20

III	Option Markets Types of option markets, ITM, ATM & OTM, Intrinsic Value & Time Value, Factors affecting option pricing, European & American, Arbitrage restriction on option prices, Put-call parity relationship, Put call ratio & Open Interest in relation to the price and volume, Option Trading Strategies-Naked and Hedge, Spreads and Combinations, Arbitrage, hedging & Speculation, Option Pricing Models-Black schools & Binomial Model, Option Calculator, Greek Letters and VAR	8	20
IV	Innovations in Indian Derivative Market Introduction to Commodity and Currency Derivatives v/s OTC Derivatives-Foreign currency market & currency contracts in India, Introduction to Interest rate Derivatives in India, Bond Futures, T-bill market in India, Currency & Interest rate Swaps. Exotic Options and Credit Derivatives	7	15
V	Practical Module: <ul style="list-style-type: none"> • Analyzing Various Derivative Contract Specifications from Exchanges • Mark to Market Margin Calculation on Real time data from Exchanges • Understanding the trading and settlement process and other documentary requirements at Brokers' office to open the trading account • Calculating the futures and options price with cost of carry, binomial and BS Models on real time data from Exchange & analyzing them with current market price • Forming of different futures and options trading strategies with the real time data from Exchange • Forming of Hedging with real time data from commodities and currency Exchanges 	8	(20 Marks of CEC Internal Evaluation)

4. Teaching Methods: The following pedagogical tools will be used to teach this course:

1. Lectures & Discussions
2. Assignments & Presentations
3. Case Analysis
4. Numerical Problems Solving

5. Evaluation:

A	Projects/ Assignments/ Quizzes/ Individual or group Presentation/ Class participation/ Case studies etc	Weightage 50 marks (Internal Assessment)
B	Mid-Semester Examination	Weightage 30 marks (Internal Assessment)
C	End –Semester Examination	Weightage 70 marks (External Assessment)

6. Basic Text Books:

Sr. No.	Author	Name of the Book	Publisher	Edition
T1	Sundaram Janakiramanan	Derivatives and Risk Management	Pearson Education	Latest Edition
T2	Rajiv Srivastava	Derivatives & Risk Management	Oxford University	Latest Edition
T3	Varma	Derivatives & Risk Management	Tata McGraw hill	Latest Edition

7. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Edition
R1	John C. Hull	Futures and Option Markets	Pearson Education	Latest Edition
R2	Rene M. Stulz	Risk Management & Derivative	Cengage	Latest Edition
R3	David A. Dubofsky and Thomas W. Miler	Derivatives Valuation and Risk Management	Oxford University Press	Latest Edition
R4	O.P.Agrawal	Financial Derivatives and Risk Management	Himalaya	Latest Edition
R5	Vohra & Bagri	Futures and Options	Tata McGraw hill	Latest Edition
R6	Madhumati and Ranganatham	Derivatives & Risk Management	Pearson	Latest Edition

8. List of Journals / Periodicals / Magazines / Newspapers / Websites etc.:

The students will have to refer to past issues of the following journals and websites in order to get relevant topic/information pertaining to the subject.

1. Business Standard
2. The Economic Times

3. Financial Express
4. NSE & BSE, SEBI, FMC, RBI Websites
5. ICFAI journal of Derivative Market
6. Business Today
7. Business India
8. Business World
9. Finance India
10. Treasury Management
11. Financial Risk Management

9. Session Plan:

Session no.	Topic
1	Basic Market Concepts & Mechanics of Cash and Derivative Market, Meaning & types of Derivative, Evolution and growth of Derivative, Participants of Derivatives
2	What is Risk? Types of Risk, Risk Management, Risk in Derivative trading
3	The Derivative Market in India: Trading, Clearing and Settlement System
4-5	The regulation of Derivative Trading in India: Role of SEBI, FMC and RBI, Visiting the websites of these regulatory bodies and explain their functions
6-7	Forward Contracts: Meaning, Purpose, Settlement, Limitations, Futures Contracts: Meaning, Specifications, Forwards Vs Futures,
8	Mechanics of Futures, Closing out positions, Margins and MTM, How to read Newspaper Quotes, Price, Volume and Open Interest, Types of Orders,
9	Pricing of Forward & Future Markets, Cost of Carry Models & Basis-Cash Price v/s Future price
10-11	Hedging Strategies using Futures (Ch-6-T1)
12-13	Stock Futures & Stock Index Futures (Ch-7-T1 and Ch-4-T2)
14	Fundamentals of Options (Ch-11-T1)
15	Call and Put Options(Ch-12-T1)
16-17	Option Trading Strategies-Arbitrage (Ch-13-T1)
18	Put-call parity relationship (Ch-14-T1)
19	Option Pricing Models-Binomial Model (Ch-15 -T1)
20	Option Pricing Models-Black scholes Model (Ch-16 -T1)
21	Greek Letters (Ch-18-T1), Concept of VAR (T3)
22	Introduction to Commodity Futures contracts in India (Ch-3-T2)
23-24	Introduction to Currency Derivatives contracts in India (Ch-5 T2 and Ch-9 T1)

25-26	Introduction to Interest rate Derivatives in India, Interest Rate and Interest Rate Futures (Ch-3 and Ch-8-T1 and Ch-6 T-2)
27	Currency & Interest rate Swaps (Ch-7-T-2)
28	Exotic Options and Credit Derivatives (Ch-13-14 – T2)
29-36	<p>Practical Module:</p> <ul style="list-style-type: none"> • Analyzing Various Derivative Contract Specifications from Exchanges • Mark to Market Margin Calculation on Real time data from Exchanges • Understanding the trading and settlement process and other documentary requirements at Brokers' office to open the trading account • Calculating the futures and options price with cost of carry, binomial and BS Models on real time data from Exchange & analyzing them with current market price • Forming of different futures and options trading strategies with the real time data from Exchange • Forming of Hedging with real time data from commodities and currency Exchanges • Understanding the Moneyless of Options with real time data from stock and commodities exchanges • Playing the stock market games with the real time data with the software of few financial websites

MAJOR FUNCTIONAL AREA: HUMAN RESOURCE MANAGEMENT (HRM)

MBA-II

Semester-IV

HUMAN RESOURCES DEVELOPMENT

1. Course Objective: The objective of the course is to acquaint the students with Human Resources Management and to develop in them the ability to acquaint them in the corporate world. The main purpose is to assist the students in developing skills – soft and hard, and decision making in the organisations.

2. Course Duration: The course duration is of 36 sessions of 75 minutes each, i.e. 45 hours.

3. Course Contents:

Module No:	Module Content	No. of Sessions	Marks (70 External exam)
I	Introduction, Definitions of HRD, Evolution of HRD, HRD and HRM, HRD Functions, Role of HRD, Professional, Challenges to organizations and HRD, Professionals, Framework for HRD Process, Definitions, Purpose of Needs, Levels of Need analysis, Strategic/Organizational Analysis, Task analysis, Person analysis, Prioritizing HRD Needs	8	18
II	Competency , Mapping and Career Management, Designing Effective HRD programs, Defining the objectives of the HRD interventions, Selecting the Trainer, Preparing a lesson Plan, Selecting training methods, Preparing training materials, Scheduling HRD Programs	8	18
III	Training Delivery methods, On-Job Training methods, Classroom Training approaches, Implementing the Training Programs, Purpose of HRD Evaluation, Models and frameworks of evaluation, Accessing impact of HRD Programs, Ethical issues concerning Evaluation	8	17
IV	Management Development and skills and technical training: Management education, training and experiences, basic workplace competencies, technical training, interpersonal skills, professional developments and education, coaching and performance management	8	17
V	Practical Module: 1. We can specifically focus, where student can	4	(20 Marks of CEC Internal

	<p>undertake practical projects/assignments as a part of CEC. Thus they will learn through practical exercise.</p> <p>2. The technique of designing actual training programme for skill development.</p> <p>3. Undertake evaluation of existing training conducted by company for skill and competency level before and after training and development programme conducted.</p> <p>4. Undertake training impact analysis in any company.</p> <p>5. Cost benefits analysis of any training and development programme.</p>		Evaluation)
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4. Teaching Methods:

The following pedagogical tools will be used to teach this course:

- (1) Lectures and Discussions
- (2) Assignments and Presentations
- (3) Case Analysis

5. Evaluation:

A	Projects/ Assignments/ Quizzes/ Individual or group Presentation/ Class participation/ Case studies etc	Weightage 50 marks (Internal Assessment)
B	Mid-Semester Examination	Weightage 30 marks (Internal Assessment)
C	End –Semester Examination	Weightage 70 marks (External Assessment)

6. Text Books:

Sr. No.	Author	Name of the Book	Publisher	Edition
T1	Udai Pareekh & T.V.Rao	Designing and Managing Human Resource Systems	Oxford	Latest Edition
T2	Mankin	Human Resource Development	Oxford	Latest Edition
T3	Biswanath Ghosh	Human Resource Development & Management	Vikas	Latest Edition

7. Reference books:

Sr. No.	Author	Name of the Book	Publisher	Edition
R1	Pareekh Udai & TV Rao	Understanding HRD System	Tata McGraw-Hill	Latest Edition
R2	Noe	Human Resources Development	Tata McGraw-Hill	Latest Edition
R3	P. L. Rao	Training and Development	Excel	Latest Edition
R4	Richard A Swanson PhD Elwood F. Holton	Foundations of Human and Resource Development	Berrett-Koehler	Latest Edition

8. Lists of Journals/ Periodicals/ Magazines/ Newspapers: Journal of Human Resource Development. Management Review- IIM Bangalore, Vikalpa- IIM Ahmedabad, Human Capital

NB: The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from Text(s) and references in items 6 and 7 mentioned above.

9. Session plan

Session no.	Topic
1-4	Introduction, Definitions of HRD, Evolution of HRD, HRD and HRM, HR Functions, Role of HRD Professional, Challenges to organizations and HRD Professionals, Framework for HRD process (Cases as applicable)
5-8	Definitions, Purpose of Needs, Levels of Need analysis, Strategic/Organizational Analysis, Task analysis, Person analysis, Prioritizing HRD Needs,
9	Competency Mapping, Career management,
10-14	Defining effective HRD programs, defining the objectives of the HRD interventions, Selecting the Trainer, Preparing a lesson Plan,
15-16	Selecting training methods, Preparing training materials, Scheduling HRD , Programs (Cases as applicable)
17-20	Training Delivery methods, On-Job Training methods
21-23	Class-room Training approaches, Implementing the Training Programs (Cases as

	applicable)
24-28	Purpose of HRD Evaluation, Models and frameworks of evaluation, Accessing impact of HRD Programs, Ethical issues concerning Evaluation (Cases as applicable)
29	Management education, training and experiences (Cases as applicable) Basic workplace competencies, technical training and interpersonal skills
30-32	Professional developments and education, coaching and performance management (Cases as applicable)
33-36	<p>Practical Module:</p> <ol style="list-style-type: none"> 1. We can specifically focus, where student can undertake practical projects/assignments as a part of CEC. Thus they will learn through practical exercise. 2. The technique of designing actual training programme for skill development. 3. Undertake evaluation of existing training conducted by company for skill and competency level before and after training and development programme conducted. 4. Undertake training impact analysis in any company. 5. cost benefit analysis of any training and development programme.

MBA-II

Semester-IV

SHRM - Strategic Human Resources Management

1. Course Objective:

- This course presents a thorough and systematic coverage of issues related to strategic human resource management and its application.
- This course will help the students to think strategically and integrate the activities of HR with the organizations goals.

2. Course Duration: The course duration is of 36 sessions of 75 minutes each.

3. Course Contents:

Module No:	Module Content	No. of Sessions	Marks (70 External exam)
I	Strategic management of Human resources: An introduction, Business strategy- An introduction to market driven strategy, Resource driven strategy	7	17
II	Human resource system- its macro and micro dimensions, Strategic HR planning, Strategic approach to manpower acquisition –recruitment and selection	7	17
III	Strategic development of human resources, Strategic approach to management structure, job design and work system, Strategic management of performance	7	18
IV	Strategic approach to compensation and benefits, Strategic approach to Industrial relations, outsourcing and its HR implications, Mergers and acquisitions and HRM	7	18
V	Application of Module I to IV <ul style="list-style-type: none">• Strategic approach to use Golden Handshake with live Company experiences• Strategic approach to handle retrenchment with live company experiences• VRS scheme as an instrument of strategic change in any organization with live company experiences	8	20 Marks of CEC Internal Evaluation)

4. Teaching Method:

- (a) Case analysis & discussion
- (b) Projects/ Assignments/ Quizzes/ Class participation etc
- (c) Compulsory class presentation with live experiences

5. Evaluation:

A	Projects/ Assignments/ Quizzes/ Individual or group Presentation/ Class participation/ Case studies etc	Weightage 50 marks (Internal Assessment)
B	Mid-Semester Examination	Weightage 30 marks (Internal Assessment)
C	End –Semester Examination	Weightage 70 marks (External Assessment)

6. Text Books:

Sr. No.	Author	Name of the Book	Publisher	Edition
T1	Das, Pulak	Strategic Human Resource management	Cengage Learning	2011 Latest Edition
T2	Charles R. Greer	Strategic Human resource management	Pearson	Latest edition
T3	Jeffrey A Mello	Strategic HRM Cengage	Cengage Learning	Latest edition

7. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Edition
R1	Tanuja Agarwala	Strategic HRM	Oxford	Latest edition
R2	James Baron and David Kreps	Strategic Human resources	Wiley	Latest edition
R3	Schuler and Jackson	Strategic Human resource management	Wiley	Latest edition
R4	James N. Baron and David M. Kreps	Strategic Human Resources: Frameworks for General managers	Wiley	Latest edition

R5	Susan E. Jackson, Angelo DeNisi, and Michael A. Hitt	Managing Knowledge for Sustained Competitive Advantage: Designing Strategies for Effective Human Resource Management	Jossey – Bass	Latest edition
R6	Charles J. Fombrun, Noel M. Tichy, and Mary Anne Devanna	Strategic Human Resource Management	Wiley	Latest edition
R7	Graeme Salaman, John Storey, Jon Billsberry	Strategic Human Resource Management, Theory and Practice	Sage	Latest edition
R8	Michael Armstrong	Strategic Human Resources Management A Guide to Action	Kogan Page	Latest Edition
R9	Christopher Mabey Graeme Salaman and John Storey	Strategic Human Resource Management	Sage	Latest Edition
R10	Christopher Mabey, Graeme Salaman, John Storey	Human resource management: a strategic introduction	Blackwell Business	Latest Edition
R11	Chris Hendry	Human resource management: a strategic approach to employment	Butterworth-Heinemann	Latest Edition
R12	Brian E. Becker, Mark A. Huselid, David Ulrich	The HR scorecard: linking people, strategy, and performance	Harvard Business	Latest Edition

8. List of Journals/Periodicals/Magazines/Newspapers, etc.

- International Journal of strategic human management
- Asian Journal of Management Cases
- Harvard Business Review
- Global Business Review
- South Asia Economic Journal
- Economic & Political Weekly, Business India / Business World , Mint

9. Session Plan:

Session no.	Topic
1-2	Strategic management of Human resources: An introduction
3-5	Business strategy- An introduction to market driven strategy
6-7	Resource driven strategy
8-9	Human resource system- its macro and micro dimensions
10	Strategic HR planning
11-12	Strategic approach to manpower acquisition –recruitment
13-14	Strategic approach to manpower acquisition –selection
15-16	Strategic development of human resources
17-19	Strategic approach to management structure, job design and work system
20-21	Strategic management of performance
22-23	Strategic approach to compensation and benefits
24	Strategic approach to Industrial relations
25-26	Outsourcing and its HR implications
27-28	Mergers and acquisitions and HRM
29-36	Application of Module I-IV (Presentations)

MAJOR FUNCTIONAL AREA: INFORMATION SYSTEMS MANAGEMENT (ISM)

MBA-II

Semester-IV

Information System Audit & Control (ISA & C)

1. Course Objective: To understand the role of the IS auditor and the IS audit function.

Understand the purpose of controls in an information systems environment. Learn how access to systems, resources, and data can be controlled. Assess the design, placement, and quality of controls. To understand some of the basic theory underlying computer security policies, models, and problems. Learn models for dealing with risk. Understand the basic issues in auditing computer security policies and mechanisms.

2. Teaching Methods

- Case discussion
- Discussion on concepts and issues on ISA & C use of in an organization.
- Case discussion covering a cross section of gaining strategic advantage by applying ISA & C tools and techniques.
- Projects/ Assignments/ Quizzes/ Class participation etc
- Projects will require working in the organizations to perform a general audit in a group of 4-6 students. Groups are responsible for identifying the organization that they wish to audit and for making arrangements with that organization. Groups that do not identify an organization on their own will have an organization assigned to them.
- Compulsory class presentation with live experiences of world economies

3. Course Duration: The course duration is of 36 sessions of 75 minutes each, i.e. 45 hours.

4. Course Content:

Module No:	Module Content	No. of Sessions	Marks (70 External exam)
I	Introduction: Information systems and auditing, Conducting an information system audit	7	17
II	The Management Control Framework Top Management Controls, Systems Development Management controls, Programming Management Controls, Data Resource Management Controls, Security Management Controls, Operations Management Controls, Quality Assurance Management Controls	7	17
III	The Application Control Framework Boundary Controls, Input Controls, Communication Controls, Processing Controls, Database Controls, Output Controls	7	18
IV	Evidence Collection and Evaluation	7	18

	<ul style="list-style-type: none"> - Audit Software - Code Review, Test Data, and Code Comparison - Concurrent Auditing Techniques - Interviews, Questionnaires, and Control Flowcharts - Performance Measurement Tools - Evaluating Asset Safeguarding and Data Integrity - Evaluating System Efficiency and Effectiveness 		
V	Information System Audit and Management Managing the Information systems audit function	8	(20 Marks of CEC Internal Evaluation)

5. Evaluation:

A	Projects/ Assignments/ Quizzes/ Individual or group Presentation/ Class participation/ Case studies etc	Weightage 50 marks (Internal Assessment)
B	Mid-Semester Examination	Weightage 30 marks (Internal Assessment)
C	End –Semester Examination	Weightage 70 marks (External Assessment)

6. Text Books:

Sr. No.	Author	Name of the Book	Publisher	Edition
T1	Ron Weber	Information Systems Control and Audit	Pearson Education	ISBN:9788131704721
T2	Wendy Robson	Strategic Management & Information Systems	Pearson Education	Latest Edition ISBN13: 9780273615910 ISBN10: 0273615912
T3	Mohan Bhatia	Auditing in a Computerized Environment	Tata Mcgraw Hill	Latest Edition

7. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Edition
R1	-	Information Technology Management, Audit & Control Student Study Guide & Revision Material	ICAP	
R2	-	Information Technology	Professional	

		Management, Audit and Control Study Text and Revision Series	Business Publications	
R3	Mohammad Amjad Bhatti & Muhammad Qaiser Sheikh	Information Technology Management Audit & Control		Latest Edition
R4	-	International Information Technology Guidelines developed by IFAC's IT Committee	IFAC's website www.ifac.org	
R5	Gallegos F.	Information technology control and audit	Auerbach Publications	ISBN :0-8493-2032-1
R6	Chris Davis	IT Auditing: Using Controls to Protect Information Assets	McGraw-Hill Osborne Media	Latest Edition
R7	Joe Kausek	The Management System Auditor's Handbook	Pearson	Latest Edition

8. List of Journals/Periodicals/Magazines/Newspapers, etc.: Computer world, Byte Magazine, Dataquest, Digi-chip, PC World, Computer Express, Computer Shopper, etc.

9. Session Plan:

Session no.	Topic
1-2	Introduction: Understand the role of information technology in an organization
3-5	Introduction: Understand the role of information technology in an organization
6-8	Introduction: Understand the role of information technology in an organization
9-10	The Management Control Framework: Top Management Controls, Systems Development Management controls
11-12	The Management Control Framework: Data Resource Management Controls, Security Management Controls
13-14	The Management Control Framework: Data Resource Management Controls, Security Management Controls
15-16	The Management Control Framework: Operations Management Controls, Quality Assurance Management Controls
17-19	The Application Control Framework: Boundary Controls, Input Controls
20-22	The Application Control Framework: Communication Controls
23-24	The Application Control Framework: Processing Controls, Database Controls, Output Controls
25-26	Evidence Collection - Audit Software - Code Review, Test Data, and Code Comparison
27-30	Evidence Collection

	<ul style="list-style-type: none"> - Concurrent Auditing Techniques - Interviews, Questionnaires, and Control Flowcharts - Performance Measurement Tools
31-32	Evidence Evaluation Evaluating Asset Safeguarding and Data Integrity
33-34	Evidence Evaluation Evaluating System Efficiency and Effectiveness
35-36	Information System Audit and Management Managing the Information systems audit function

MBA-II
Semester-IV
Strategic Information Technology Management (SITM)

1. Course Objective:

1. Understand the role of information technology (IT) function in an organisation,
2. Develop an understanding as to how information technology tool/systems use strategically for the betterment of the organisation and
3. Develop the ability to get insights/use the latest enterprise solutions and applications meaningfully towards development of organisations.

2. Course Duration: The course duration is of 36 sessions of 75 minutes each, i.e. 45 hours.

3. Course Content:

Module No:	Module Content	No. of Sessions	Marks (70 External exam)
I	Organizational Transformation with IT- Assessing the Value of Investing in IT: The Productivity Paradox, Implementing IT, Structuring and Managing The IT Function, Management Control of Information Technology, The Legacy Environment.	7	17
II	Components of System- Computer system, The Database, Powerful Networks.	7	17
III	E-business and E-commerce, Enterprise Systems i.e.: CRM, SCM, ERP, SRM, ES for SME's and MSME's	7	18
IV	Decision support system and Intelligent Systems, Knowledge Management: Benefiting from Core Competencies, Ethical Issues	7	18
V	Practical Module: Preparation of Practical Case Study on SITM in any organisation	8	(20 Marks of CEC Internal Evaluation)

4. Teaching Methods: The course will use the following pedagogical tools:

- a. Discussion on concepts and issues on Strategic use of IT in organization.
- b. Case discussion covering a cross section of gaining strategic advantage by applying IT tools and techniques.
- c. Projects/ Assignments/ Quizzes/ Class participation etc.

5. Evaluation:

A	Projects/ Assignments/ Quizzes/ Individual or group Presentation/ Class participation/ Case studies etc	Weightage 50 marks (Internal Assessment)
B	Mid-Semester Examination	Weightage 30 marks (Internal Assessment)
C	End –Semester Examination	Weightage 70 marks (External Assessment)

6. Textbooks:

Sr. No.	Author	Name of the Book	Publisher	Edition
T1	Henry C. Lucas, Jr.	Information Technology: Strategic Decision-Making for Managers	Wiley Publication	Latest Edition
T2	S. A. Kelkar	Strategic IT Management: A concise study	PHI Publication	Latest Edition
T3	White/ Bruton	The Management of Technology And innovation: A strategic approach	Cengage Publication	Latest Edition

7. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Edition
R1	Efraim Turbanl Linda Volonino	IT for Management: improving Performance in the Digital Economy	Wiley	Latest Edition
R2	Alexis Leon	Enterprise Resource	TM Hill	Latest Edition
R3	Shelda Debowski	Knowledge Management	Wiley	Latest Edition
R4	Dr. B. Muthukumaran	IT for Managers	Oxford	Latest Edition
R5	Motiwalla Luvai	Enterprise Systems for	Pearson	Latest Edition
R6	Rajiv Sabherwal Irma Becerra- Fernandez	Business Intelligence	Wiley	Latest Edition
R7	Jagan Vaman, Nathan	ERP in practice	TATA McGraw Hill	Latest Edition
R8	Ellen Monk, Wagner	Enterprise Resource Planning	Cengage Publication	Latest Edition
R9	Fernandez,	Knowledge Management	Pearson	Latest Edition
R10	Awad & Ghaziri	Knowledge management	Pearson	Latest Edition

8. List of Journals/Periodicals/ Magazines/ Newspapers etc.

Computer Express, Digichip, PC World, Computer Shopper, Dataquest etc.

NB: The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from Text(s) and references in items 6 and 7 mentioned above.

9. Session Plan:

Session no.	Topic
1-2	Introduction- Organizational Transformation with IT
3-5	Information Systems in the Enterprise
6-8	Assessing the Value of Investing in IT: The Productivity Paradox
9-10	Implementing IT, Structuring and Managing The IT Function
11-12	Management Control of Information Technology
13-14	The Legacy Environment
15-16	Components of System- Computer system, The Database, Powerful Networks
17-19	Components of System- Computer system, The Database, Powerful Networks
20-21	E-commerce and E-business
22-23	Enterprise Systems (i.e.: CRM, SCM, ERP, SRM, ES for SME's and MSME's)
24-25	Decision and Intelligent Systems
26-37	Knowledge Management: Benefiting from Core Competencies
28	Ethical Issues in Strategic Information Technology Management
29-36	Practical Module: Preparation of Practical Case Study on SITM in any organisation

New Major Specializations

International Business Management (IB) - New

MBA-II

Semester-IV

INTERNATIONAL SUPPLY CHAIN MANAGEMENT

1. Course Objective: To understand the strategies used by various companies to manage international supply chain management.

2. Course Duration: The course duration is of 36 sessions of 75 minutes each, i.e. 45 hours.

3. Course Contents:

Module No:	Module Content	No. of Sessions	Marks (70 External exam)
I	International trade growth, milestones , drivers , International Trade theories , International Business Environment, International logistics , International supply chain Management, element of International Logistics , Importance of International Logistics, International Logistics Infrastructure – Transportation , Communication, Utilities., ways of Entry into Foreign Markets.	7	17
II	International Contracts – Lex Mercatoria , CISG, Incoterms , Terms of Payment, Currency of Payment - system of currency exchange rates , theories of exchange rate determination, exchange rate forecasting	7	17
III	International commercial documents – Invoices , export & Import documents, transportation documents, International Insurance - Risk management , International Ocean transportation – types of service , size of vessels , international air transportations – Types of aircrafts , services	7	18
IV	International land and Multi-modal transportation – Rail , truck, Intermodal transportation, Packaging for export - Packaging functional, objectives,, Customs clearance – duty , Non-tariff barriers, customs clearing process, foreign trade zones, Using International logistics for competitive advantage	7	18
V	Practical Module: Study an organisation involved in export / import and prepare a report on its functioning under the guidance of your subject teacher	8	(20 Marks of CEC Internal Evaluation)

4. Teaching Method:

- (a) Case discussion
- (b) Projects/ Assignments/ Quizzes/ Class participation etc
- (c) Compulsory class presentation with live experiences of world economies

5. Evaluation:

A	Projects/ Assignments/ Quizzes/ Individual or group Presentation/ Class participation/ Case studies etc	Weightage 50 marks (Internal Assessment)
B	Mid-Semester Examination	Weightage 30 marks (Internal Assessment)
C	End –Semester Examination	Weightage 70 marks (External Assessment)

6. Basic Text Books:

Sr. No.	Author	Name of the Book	Publisher	Edition
T1	David & Stewart	International Supply chain Management	CENGAGE learning -Indian Edition	2007 or Latest
T2	Philippe-Pierre Dornier, Ricardo Ernst, Michel Fender, Kouvelis	Global Operations and Logistics	WILEY India Edition	2008 or Latest

7. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Edition
R1	Douglas Long	International Logistics - Global Supply chain Management	Kluwar Academic Publishers Group	2004 or Latest
R2	Alan E. Branch	Global Supply Chain Management and International Logistics	Routledge	Latest edition

8. List of Journals/Periodicals/Magazines/Newspapers, etc.

- Supply chain management
- International logistics
- Global logistics

9. Session Plan:

Session no.	Topic
1-2	International trade growth, milestones , drivers , International Trade theories , International Business Environment, International logistics
3-4	International supply chain Management, element of International Logistics , Importance of International Logistics,
5-7	International Logistics Infrastructure – Transportation, Communication, Utilities., ways of Entry into Foreign Markets.
8-9	International Contracts – Lex Mercatoria , CISG, Incoterms
10-11	Terms of Payment
12-14	Currency of Payment - system of currency exchange rates , theories of exchange rate determination, exchange rate forecasting
15-16	International commercial documents – Invoices , export & Import documents, transportation documents
17-19	International Insurance - Risk management , International Ocean transportation – types of service , size of vessels ,
20-21	International air transportations – Types of aircrafts , services ,
22-23	International land and Multi-modal transportation – Rail , truck, Intermodal transportation
24-26	Packaging for export - Packaging functional, objectives,, Customs clearance – duty , Non-tariff barriers, customs clearing process
27-28	foreign trade zones, Using International logistics for competitive advantage
29-36	Practical Module: Study an organisation involved in export / import / International logistics and prepare a report on its functioning under the guidance of your subject teacher

MBA-II
Semester-IV
Export – Import Policy, Procedures and Documentation

1. Course Objective: The objective of this subject is to provide to the country a steady stream of competent young men/women with the necessary knowledge, skills and foundations for acquiring a wide range of rewarding careers into the rapidly expanding world of Import & Export Management.

2. Course Duration: The course duration is of 36 sessions of 75 minutes each, i.e. 45 hours.

3. Course Contents:

Module No:	Module Content	No. of Sessions	Marks (70 External exam)
I	Introduction to Export and Import, Export regulations in India, FERA & FEMA, The Export Act, International business environment, GATT and WTO's role in cross border transaction, Registration process, Export documentation framework in India	7	17
II	Export marketing – communication with foreign customers, Export contract and various terms, Incoterms 2000 and 2010, Export pricing and various payment terms, Export shipment procedure	7	17
III	Export logistics and supply chain, International transport options, Various methods of payment, Export finance, Pre-shipment inspection – notification of commodities, Export certification system, relaxation from compulsory pre-shipment inspection, recognition to inspection agencies,	7	18
IV	Export incentives for Indian exporters, Duty free import authorization scheme, importance of special economic zones (SEZs) in industrial development, Risk management for exporter, various types of risk, Role of ECGC, Export Promotion Councils, Concept of Import management, Types of importers, Import license, import finance, import clearance procedure	7	18
V	Practical Module: Select any organisation / SMSE involved in either import or export and understand the process, documentation and related aspects and prepare a report on it.	8	(20 Marks of CEC Internal Evaluation)

4. Teaching Method:

- a. Case discussion
- b. Projects/ Assignments/ Quizzes/ Class participation etc
- c. Compulsory class presentation with live experiences of export import management.
- d. **Workshop on Export – Import Management** by EXIM Consultants / Experts / Port Government officers from DGFT, ECGC, BANKS, ETC.

5. Evaluation:

A	Projects/ Assignments/ Quizzes/ Individual or group Presentation/ Class participation/ Case studies etc	Weightage 50 marks (Internal Assessment)
B	Mid-Semester Examination	Weightage 30 marks (Internal Assessment)
C	End –Semester Examination	Weightage 70 marks (External Assessment)

6. Basic Text Books:

Sr. No.	Author	Name of the Book	Publisher	Edition
T1	Kumar Aseem	Export and Import management	Excel books	Latest edition
T2	Paul Justin and Aserkar Rajiv	Export Import management	Oxford	Latest edition
T3	Mahajan M. I.	Export policy, procedures and documentation	Snow White Publications	Latest edition

7. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Edition
R1	D C Kapoor	Export management	Vikas	Latest edition
R2	Francis Cherunilam	International trade and export management	Himalaya	Latest edition

8. List of Journals/Periodicals/Magazines/Newspapers, etc.

- All the journals of international logistics, export and Import
- Ministry of Commerce, Government of India – Export Import Data Bank (Online)

9. Session Plan:

Session no.	Topic
1-3	Introduction to Export and Import, Export regulations in India, FERA & FEMA, The Export Act,
4-5	International business environment, GATT and WTO's role in cross border transaction
6-7	Registration process, Export documentation framework in India
7-8	Export marketing – communication with foreign customers,
9-10	Export contract and various terms, Incoterms 2000 and 2010,
11-12	Export pricing and various payment terms,
13-14	Export shipment procedure
15-16	Export logistics and supply chain, International transport options,
17-19	Various methods of payment, Export finance, Pre-shipment inspection – notification of commodities,
20-21	Export certification system, relaxation from compulsory pre-shipment inspection, recognition to inspection agencies
22-24	Export incentives for Indian exporters, Duty free import authorization scheme, importance of special economic zones (SEZs) in industrial development,
25-26	Risk management for exporter, various types of risk, Role of ECGC, Export Promotion Councils
27-28	Concept of Import management, Types of importers, Import license, import finance, import clearance procedure
29-36	Practical Module: Select any organisation / SMSE involved in either import or export and understand the process, documentation and related aspects and prepare a report on it.

Banking & Insurance (B&I) – New

MBA-II

Semester-IV

INVESTMENT BANKING (IBK)

1. Objectives: To make the students aware about investment banking, valuation of companies, financial markets and restructuring of business.

2. Course Duration: The course duration is of 36 sessions of 75 minutes each, i.e. 45 hours.

3. Course Contents:

Module No:	Module Content	No. of Sessions	Marks (70 External exam)
I	The businesses of investment banking : Investment banks' role and function; The trends in investment banking; History and Emergence of investment banking; Types of investment banks; Raising capital: Equity and Debt; Raising Terms loans and working capital and appraisal thereof; Raising funds through using other debt instruments; including international funding; rating of instruments	7	17
II	Valuation of companies and business: Equity and Bond Valuation, Equity Research in investment banks; Business Valuation Models, Stock price and equity research; Investment Banking Perspective in Corporate Restructuring and M&A ; The role of investment banks in structuring M&A transactions, due diligence	7	17
III	Financial Markets: Understanding of Primary Market (IPO) and Secondary Market; Fund Raising through Private Equity, Venture Capital and Private Placement; Regulatory Aspects of Investment Banking, Ethics and compliance Differences in corporate governance between corporate clients and investors	7	18
IV	Issue Management: Role of Investment Banking in Primary Market (IPO); Functions of Merchant Banker in Issue Management; Underwriting and Bought Out Deals; Buybacks and Delisting Restructuring of business and ARCs: Restructuring – Financial and organizational restructuring, BIFR, Corporate Debt Restructuring, SARFAESI Act, ARCs, Re-schedulement and Restructuring;	7	18
V	Practical Module: Prepare a project of your choice using the theoretical fundamentals in above modules and also prepare a project report under the guidance of your subject teacher.	8	(20 Marks of CEC Internal Evaluation)

4. Teaching Method: The following pedagogical tools will be used to teach this course:

- a. Lectures and Discussions
- b. Role Playing
- c. Assignments and Presentations

5. Evaluation:

A	Projects/ Assignments/ Quizzes/ Individual or group Presentation/ Class participation/ Case studies etc	Weightage 50 marks (Internal Assessment)
B	Mid-Semester Examination	Weightage 30 marks (Internal Assessment)
C	End –Semester Examination	Weightage 70 marks (External Assessment)

6. Text Books:

Sr. No.	Author	Name of the Book	Publisher	Edition
T1	Pratap G Subramanyam	Investment Banking	TATA McGraw Hill	2011 Latest edition
T2	Ranjan Rakesh	Investment Banking	Wiley Publication	Latest edition
T2	Khatua	Project Management & Appraisal	Oxford Publication	Latest edition
T3	Dr R P Rustogi	Working Capital Management	Taxmann Publication	Latest edition
T4	Ashwarath Dampdaran	Damodaran On Valuation	Wiley Publication	Latest edition

7. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Edition
R1	Candra	Corporate Valuation	TMH publication	Latest edition
R2	Finnery	Project Financing	Wiley Publication	Latest edition
R3	Bhattacharya	Working Capital Management	PHI publication	Latest edition
R4	Prasana Chandra	Project Planning, concepts	TMH Publication	Latest edition

8. List of Journals/Periodicals/Magazines/Newspapers, etc.: Journal of Finance, Journal of Finance and Economics, Journal of Banking and Finance.

9. Session Plan:

Session no.	Topic
1-2	Investment banks' role and function; The trends in investment banking; History and Emergence of investment banking
3-4	Types of investment banks; Raising capital: Equity and Debt
5-6	Raising funds through using other debt instruments; including international funding; rating of instruments
7	Raising Terms loans and working capital and appraisal thereof
8-9	Valuation of Companies and Business, Equity and Bond Valuation,
10-11	Business Valuation Models, Stock price and equity research, Equity Research in investment banks
12-13	Investment Banking Perspective in Corporate Restructuring and M&A ; The role of investment banks in structuring M&A transactions, Due diligence
14-15	Financial Markets: Understanding of Primary Market (IPO) and Secondary Market
16-17	Fund Raising through Private Equity, Venture Capital and Private Placement
18-19	Regulatory Aspects of Investment Banking, Ethics and compliance Differences in corporate governance between corporate clients and investors
20-21	Issue Management: Role of Investment Banking in Primary Market (IPO); Functions of Merchant Banker in Issue Management
22-23	Underwriting and Bought Out Deals; Buybacks and Delisting
24-25	Underwriting and Bought Out Deals; Buybacks and Delisting
26-28	Restructuring – Financial and organizational restructuring, Corporate Debt Restructuring, Reschedulement and Restructuring, BIFR, SARFAESI Act, ARCs,
29-36	Practical Module: Prepare a Case Study or project report on any topic mentioned above.

MBA-II
Semester-IV
Insurance and Risk Management

1. Course Objective: The objective of this course is to make students understand the concepts and application of insurance and risk management in insurance.

2. Course Duration: The course duration is of 36 sessions of 75 minutes each, i.e. 45 hours.

3. Course Contents:

Module No:	Module Content	No. of Sessions	Marks (70 External exam)
I	Concept of Risk, Risk Vs. Uncertainty, Types of Risks, Types of pure risks, Financial and Non Financial Risks, Individual and Group Risks, Pure and Speculative Risk, Static and Dynamic Risk, Quantifiable and non-quantifiable risk, Risk Management Control, Risk Management Process, Risk Management Objectives, Methods of handling risks, Risk Management guidelines and responsibilities, Risk Management and derivatives.	7	17
II	Insurance and Risk: Introduction to Insurance, Types of Insurance, Social and Economic benefits of insurance, Government and Controlling Authorities, Insurance Reforms Element of an insurance risk, classification of risk, level of risk and insurance, insurance as risk transfer mechanism, insurance and indemnity.	7	17
III	Underwriting: Philosophy of underwriting, kinds of underwriting, requisites of good underwriting, underwriting of life insurance, underwriting of non-life insurance, pricing and premium setting, types of rating, tariff/ rate making in general insurance. Claim Management: claim settlement in general insurance, general guidelines for settlement of claims, fire insurance claims, motor insurance claim, marine insurance claim, claim on consignment by road/rail personal accident, mediclaim, theft /burglary insurance.	7	18
IV	Financial Aspects of Insurance Companies: Financial objective of an insurance Company, responsibilities of finance manager, performance measurement of insurance company, ALM, Ratio analysis of insurance company, Risk and Return trade off, valuation of assets and liabilities, Technical provision, Risk Margin, Reinsurance, Hedging, Role of Re-insurers, Techniques of reinsurance, issues and	7	18

	challenges of Indian reinsurance, investment by insurance company.		
V	Practical Module: Preparation of Projects/ Case Studies on insurance company, suggested by the faculty guides.	8	(20 Marks of CEC Internal Evaluation)

4. Teaching Method:

- a. Case discussion
- b. Projects/ Assignments/ Quizzes/ Class participation etc
- c. Compulsory class presentation with live experiences of world economies

5. Evaluation:

A	Projects/ Assignments/ Quizzes/ Individual or group Presentation/ Class participation/ Case studies etc	Weightage 50 marks (Internal Assessment)
B	Mid-Semester Examination	Weightage 30 marks (Internal Assessment)
C	End –Semester Examination	Weightage 70 marks (External Assessment)

6. Basic Text Books:

Sr. No.	Author	Name of the Book	Publisher	Edition
T1	P.K.Gupta	Insurance and Risk Management	Himalaya Publishing House	Latest
T2	S. Arunajatesan & T R Viswanathan	Risk Management and Insurance	Macmillan	Latest
T3	George E Rajda	Principles of Risk Management and Insurance	Pearson	Latest

7. List of Journals/Periodicals/Magazines/Newspapers, etc.

- Insurance and Risk Management, ICFAI Publication
- Insurance Journal
- Risk and Derivatives

8. Session Plan:

Session no.	Topic
1-2	Concept of Risk, Risk Vs. Uncertainty, Types of Risks, Types of pure risks,
3-4	Financial and Non Financial Risks, Individual and Group Risks, Pure and Speculative Risk, Static and Dynamic Risk, Quantifiable and non-quantifiable risk,
5-7	Risk Management Control, Risk Management Process, Risk Management Objectives, Methods of handling risks, Risk Management guidelines and responsibilities, Risk Management and derivatives.
8-9	Insurance and Risk: Introduction to Insurance, Types of Insurance
10-11	Social and Economic benefits of insurance, Government and Controlling Authorities, Insurance Reforms
12-13	Element of an insurance risk, classification of risk, level of risk and insurance, insurance as risk transfer mechanism, insurance and indemnity.
14-16	Underwriting: Philosophy of underwriting, kinds of underwriting, requisities of good underwriting, underwriting of life insurance, underwriting of non-life insurance
17-19	pricing and premium setting, types of rating, tariff/ rate making in general insurance. Claim Management: general guidelines for settlement of claims,
20-21	claim settlement in general insurance , fire insurance claims, motor insurance claim, marine insurance claim, claim on consignment by road/rail personal accident, mediclaim, theft /burglary insurance
22-23	Financial Aspects of Insurance Companies: Financial objective of an insurance Company, responsibilities of finance manager
24-26	performance measurement of insurance company, ALM, Ratio analysis of insurance company, Risk and Return trade off, valuation of assets and liabilities, Technical provision
27-28	Risk Margin, Reinsurance, Hedging, Role of Re-insurers, Techniques of reinsurance, issues and challenges of Indian reinsurance, investment by insurance company
29-36	Practical Module: Practical Assignments: preparation of at least two case studies or minor project report on any topic mentioned above, in consultation with faculty guide.

Rural & Agro-Based Management (RAM) - New

MBA-II

Semester-IV

Cooperative Management (CM)

1. Course Objectives: The course aims to educate the students about the role of cooperative sector in the socio economic development of India in general and agriculture and rural development in particular. By studying this course the students will be able to understand the role of cooperatives in the agriculture and rural development. The course aims to help students to understand the strengths and challenges of cooperatives and use their management skill to convert the challenges into opportunities. By studying this course the students will be able to be familiar with about approaches and techniques of management of cooperatives, which will help them to understand special as well as distinguished features of cooperative management, including collaborative management, participatory management, community management, joint management, and stakeholder management.

2. Course Duration: The course duration is of 36 sessions of 75 minutes each, i.e. 45 hours.

3. Course Contents:

Module No:	Module Content	No. of Sessions	Marks (70 External exam)
I	Philosophical and Theoretical Foundations of Co-operatives; Theoretical Foundations of Co-operatives; Co-operatives in a Global Perspective; Importance of Co-operatives in Today's World; Progress of Co-operatives at a Glance; Role of Cooperative Movement in Socio economic development in India; Cooperative Structure; Types of Cooperatives: Agriculture and Non Agriculture Cooperatives, Credit and Non Credit Cooperatives , Marketing Cooperatives, Processing Cooperative and Service Cooperatives.	7	17
II	Overview of Agricultural Co-operatives in India, Role of Cooperatives in Agriculture Input supply, Agriculture Marketing, Agriculture Processing; A SWOT Analysis of Agricultural Co-operatives; Continuing Relevance and Future Potential of Co-operatives in Indian Agriculture.	7	18
III	Management of Cooperatives: Introduction to Bye-Laws of Cooperative Society, Important Provisions of Cooperative Societies Act relating to Establishment of cooperative society, Day to day functioning, Management of Funds, inspection and audit, winding up etc. Role of State Govt. in development of Cooperatives,	7	17

	Professional Management in Cooperatives, Challenges and opportunities for Cooperatives.		
IV	Financial Management and Taxation in Co-operatives Sources of Funds; Financing of Co-operatives; Constraints to Financing of Co-operatives; Taxation of Indian Cooperatives	7	18
V	Practical Module: Students have to study some leading Cooperative organisations like IFFCO, KRIBHCO, AMUL, Sugar Factories, and Cooperative Banks/Credit Societies etc and prepare Case Studies / Success stories.	8	(20 Marks of CEC Internal Evaluation)

4. Teaching Methods: The following pedagogical tools will be used to teach this course:

- Lectures
- Case Discussions and Practical Visits to Cooperative organisations
- Audio-visual Material (Using CDs/ Clippings)
- Assignments and Presentations

5. Evaluation:

A	Projects/ Assignments/ Quizzes/ Individual or group Presentation/ Class participation/ Case studies etc	Weightage 50 marks (Internal Assessment)
B	Mid-Semester Examination	Weightage 30 marks (Internal Assessment)
C	End –Semester Examination	Weightage 70 marks (External Assessment)

6. Text Books:

Sr. No.	Author	Name of the Book	Publisher	Edition
T1	T.N.Hajela	Cooperation Principles, Problems and Practice	Ane Books Pvt. Ltd	7 th Latest Edition
T2	Samar K Datta	State of the Indian Farmer (A MILLI- NNIUM STUDY) Volume 24 : Cooperatives in Agriculture	IIMA	Latest Edition

T3	Dr S Nakkiran	Cooperative Management - Principles and Techniques	Jain Book Agency	Latest Edition
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7. Reference Books:

Sr. No	Author	Name of the Book	Publisher	Edition
R1	A.A.Ansari	Cooperative Management Pattern	Anmol Publication	Latest Edition
R2	G.R.Madan	Cooperative Movement in India	Mittal Publication	Latest Edition
R3	Ramkishan	Management Of Co-Operatives	Jaico Publicaton	Latest Edition
R4	Sammar K Datta	Cooperatives in Agriculture	IIMA	Latest Edition
R5	VB Jugale & P A Koli	Reasserting the co-operative movement	Serial Publication	Latest Edition
R5	B.L.Mathur	Rural Development and Cooperation	RBSA Publishers, New Delhi	2000 / Latest Edition
R6	Dr. T D Tiwari	HRD in Cooperatives	NICM Gandhinagar	Latest Edition
R7	Dr D C Gohil	Management of Cooperative Banks	Sahanti Prakashan	Latest Edition

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

8. List of Journals/Periodicals/Magazines/Newspapers, etc. Indian Cooperative Review, published by National Cooperative Union of India, New Delhi

1. The Cooperator, , published by National Cooperative Union of India, New Delhi
2. Cooperative Perspectives, Vaikunth Mehta National Institute of Cooperative Management Pune
3. NICM Bulletin, National Institute of Cooperative Management , Gandhinagar
4. Tamilnadu Journal of Cooperatives, Tamilnadu State Cooperative Union, Chennai
5. Land Bank Journal, Land Bank Publication, Mumbai
6. Agriculture Marketing, Published by National Institute of Agriculture Marketing, Jaipur
7. RBI Bulletin, published by Reserve Bank of India
8. CAB Calling, published by College of Agriculture Banking
9. Agriculture Situation in India, Ministry of Agriculture Govt. of India, New Delhi
10. Working Papers published by Bankers Institute of Rural Development, Lucknow

11. Working Papers published by Institute of Rural Management, Anand

9. Session Plan:

Session no.	Topic
1-2	Philosophical and Theoretical Foundations of Co-operatives; Theoretical Foundations of Co-operatives; Co-operatives in a Global Perspective; Importance of Co-operatives in Today's World.
3-4	Progress of Co-operatives at a Glance; Role of Cooperative Movement in Socio economic development in India.
5-7	Cooperative Structure; Types of Cooperatives: Agriculture and Non Agriculture Cooperatives, Credit and Non Credit Cooperatives, Marketing Cooperatives, Processing Cooperative and Service Cooperatives.
8-10	Overview of Agricultural Co-operatives in India, Role of Cooperatives in Agriculture Input supply, Agriculture Marketing, Agriculture Processing.
11-13	A SWOT Analysis of Agricultural Co-operatives., Continuing Relevance and Future Potential of Co-operatives in Indian Agriculture;
14-16	Management of Cooperatives: Introduction to Bye-Laws of Cooperative Society, Important Provisions of Cooperative Societies Act relating to Establishment of cooperative society.
17-18	Important Provisions of Cooperative Societies Act relating to Day to day functioning, Management of Funds, inspection and audit, winding up etc.
19-21	Role of State Govt. in development of Cooperatives, Professional Management in Cooperatives, Challenges and opportunities for Cooperatives
22-23	Financial Management and Taxation in Co-operatives: Sources of Funds; Internal sources of Funds and External sources of funds.
24-25	Financing of Co-operatives; Constraints to Financing of Co-operatives.
26 -27	Account Keeping and Taxation of Indian Cooperatives: Income Tax Provisions, VAT, Excise etc.
28 to 36	Practical Module: Students have to study some leading Cooperative organisations like IFFCO, KRIBHCO, AMUL, Sugar Factories, and Cooperative Banks/Credit Societies etc. and prepare Case Studies / Success stories

MBA-II
Semester-IV
NGO Management (NM)

1. Course Objectives: The MBA programme is primarily intended for the students who would like to engage as professional managers, entrepreneurs or social scientists. . The course will focus on the basic managerial concepts for establishment and manage an NGO, which will be very much useful for students those who are now planning to make a carrier into NGOs sector. This course is also designed for the potential employees at of corporate sector who, wish for professional advancement in the area of so-called Corporate Social Responsibility. This course will be helpful in creating jobs in the NGO sector and also create awareness about social problems faced by the society.

2. Course Duration: The course duration is of 36 sessions of 75 minutes each, i.e. 45 hours.

3. Course Contents:

Module No:	Module Content	No. of Sessions	Marks (70 External exam)
I	<p>Definition of NGO, Characteristics of NGO, Role of NGOs, NGO and Voluntary Organisation (VO), Non profit organization (NPO)</p> <p>Types of NGOs by orientation: Charitable orientation; Service orientation; Participatory, Empowering orientation; NGO type by level of co-operation: Community- Based Organization; City Wide Organization; National NGOs; International NGOs;</p> <p>Various activities of NGOs. : Awareness and Services related to Health/ Education/Awareness/ Empowerment of Women and weaker sector, Environment Protection, Public Causes, RTI, Human Rights, Social values, Consumer protection etc.</p>	7	17
II	<p>Formation of a Trust or a Society, Registration, Trust Deed, MoA, Laws related to Public Trust Act, Society Registration laws, Documents required, Bye Laws / Memorandum of Association, Registration procedure, Procedure to option a license u/s 25 of the co act.</p> <p>Management of NGO: Planning, organizing, controlling, project formulation, project implementation, Decision making process in NGOs,</p> <p>Meetings of NGO, Resolutions and Minutes of Meetings, Record Keeping,</p>	7	18

III	Maintaining Accounts and preparing financial statements, Opening of Bank Account, maintenance of account, procedure of writing accounts, Audit of NGO, Income Tax provisions for NGO, NGOs and RTI, NGOs and PIL	7	17
IV	Funding of NGO operations Internal sources, External sources with in India, outside India, Legal provisions for foreign funding, Fund raising strategies, Donation, Grant in Aid from Govt. General guidelines for raising funds	7	18
V	Practical Module: Students have to study some leading Indian and prepare and present the Case Studies / Success stories of NGOs. The students may prepare the research Report on the role of CAPART, NABARD, SEWA, AKRSP, International NGOs or United Nations' agencies such as UNHCR, UNICEF, WFP, UNDP, UNFPA, UNODC, ILO, UNESCO, WHO and the World Bank and their contribution to the development of Indian NGO sector or socio economic development of India / Gujarat.	8	(20 Marks of CEC Internal Evaluation)

4. Teaching Method: The following pedagogical tools will be used to teach this course:

- Lectures
- Case Discussions and Practical Visits to NGOs
- Audio-visual Material (Using CDs/ Clippings)
- Assignments and Presentations
- **Workshops by Rural and NGO Promoters / Managers / Experts.**

5. Evaluation:

A	Projects/ Assignments/ Quizzes/ Individual or group Presentation/ Class participation/ Case studies etc	Weightage 50 marks (Internal Assessment)
B	Mid-Semester Examination	Weightage 30 marks (Internal Assessment)
C	End –Semester Examination	Weightage 70 marks (External Assessment)

6. Text Books:

Sr. No.	Author	Name of the Book	Publisher	Edition
T1	Nabhi's Board of Editors	Nabhi's Handbook for NGOs Vol. I and II (Encyclopedia for NGOs and Voluntary Agencies)	Nabhi Publication, N. Dehli	Latest Edition
T2	Snehlata Chandra	Guidelines For NGOs Management In India	Kanishka Publishiners Distributors	Latest Edition
T3	B. R. Nanda	NGO Management: With Case Studies	Surendra publication	Latest Edition

7. Reference Books:

Sr. No	Author	Name of the Book	Publisher	Edition
R1	Santap Sanhari Mishri	NGO an introduction by	ICFAI University Press	Latest Edition
R2	J.M.Ovasdi	Management of Non Governmental Organisations - Towards a developed civil society	Macmillon Publications	Latest Edition
R3	S. Rengasamy	NGO Management Mobilizing Managing Financial Resources	Madurai Institute of Social Science	Latest Edition
R4	David Lewis	The Management of Non-Governmental Development Organizatio ns	Routledge Publication	Latest Edition
R5	Sudeshkumar	Schemes of Central Government for NGOs A Handbook of Financial Norms for Project	Jain Publishing House	Latest Edition

		Budgeting		
R6	V.P. Goyal	Schemes for NGOs in Development	Mangal Deep Publication, Jaipur	Latest Edition

8. Session Plan:

Session no.	Topic
1-2	Definition of NGO, Characteristics of NGO, Role of NGOs in society.
3-4	NGO and Voluntary Organisation (VO), Non profit organization (NPO)
5-7	Various activities of NGOs Awareness and Services related to Health/ Education/Awareness/Empowerment of Women and weaker sector, Environment Protection, Public Cause RTI, Human Rights, Social values, Consumer Protection etc.
8-9	Formation of a Trust or a Society; Public Trust / Private Trust and Society , Trust Deed, Memorandum of Association, Laws related to Public Trust Act, Indian Societies Registration laws
10-12	Documents required, Memorandum of Association; , Procedure of Registration of Public Trust and Society.; Procedure to option a license u/s 25 of the co act
13-14	Management of NGO: Planning, organizing, controlling, project formulation, project implementation; Decision making process in NGOs; Meetings of NGO, Resolutions and Minutes of Meetings.
15-16	Maintaining Accounts and preparing financial statements; Opening of Bank Account, maintenance of account, procedure of writing accounts,
17	Audit and Inspection of NGO
18-19	Income Tax provisions for NGO ; Obtaining of Certificates for Income Tax Rebate / Concessions
20-21	Right to Information Act, Public Interest Litigations applicable to Public Trust
22-24	Funding of NGO operations ; Internal sources of funds, External sources of Funds, Donations and Grant receipt from Governments, Individuals and other agencies with in India as well as outside India; Legal provisions for foreign funding
25-26	Fund raising strategies, Donations, Grant in Aid from Govt. General guidelines for raising funds
27	Various State and Central Government Departments / Organisations and

	Agencies involved in providing financial support to NGOs including Foreign Agencies.
28 to 36	Practical Module: Students have to study some leading Indian and prepare and present the Case Studies / Success stories of NGOs. The students may prepare the research papers on the role of International NGOs or United Nations' agencies such as UNHCR, UNICEF, WFP, UNDP, UNFPA, UNODC, ILO, UNESCO, WHO and the World Bank and their contribution to the development of Indian NGO sector or socio economic development of India / Gujarat.

Asian Business (Immersion Study) - New

MBA-II

Semester-IV

Immersion Study of Social Businesses (ISSB)

The Immersion Study of Social Business (or Enterprise) subject carries total **6 credits** out of which 3 credits are given for theory exam and **3 credits will be given for practical immersion study** performed by the student/s with a company / government organization / NGO in India or Asia.

The course will consist of **minimum 6 case studies** to be selected by the professor / faculty teachers / students and discussed in the class. The professor / teacher may select cases related to the subject. Out of 6 case studies, 3 cases will be **major/comprehensive case studies** and will cover major areas of the subject, while other 3 case studies will be issue-based / sectorial cases as determined by the teaching professor / faculty member / industry expert.

Also out of total 6 cases, minimum 2 cases should be of companies / government organizations / NGO which is operating out of India i.e. in Asia or another foreign country / ies.

Examples of Social Business / Enterprise are Public, Private or Joint Sector Corporations / Companies in Telecom, Gas, SEZ (Special Economic Zones), Power (Electricity), Energy (Wind / Solar / Tidal / Wave / from Agriculture Waste like Sugercane Bagasse, Rice Bran, Forest Waste etc), Food and Agriculture Processing, Public Transportation including Railways, Bus, Ship, Aircraft etc), Environmental Projects, Water Management, Roads, Dams and other infrastructure management projects.

The student will prepare a Report at the end of the semester, consisting of all the case studies discussed in the class / at the industry visit, and may even publish select cases in reputed / referred journals of Management, Business, Industry, Technology, Government etc.

Sustainable Global Businesses (Immersion Study) - New

MBA-II

Semester-IV

Environmentally Sustainable Development (ESD)

1. Course Objective: To make the students aware of the nature of interdependence between various aspects of Economic Development and the Environment and to sensitize them to the issues related to Economic Development and Environmental Sustainability.

2. Course Duration: The course duration is of 36 sessions of 75 minutes each, i.e. 45 hours.

Module No:	Module Content	No. of Sessions	Marks (70 External exam)
I	The Stages of Economic Development Paradigms. Market Oriented Approach to Development and Environment. Poverty and Environmental Degradation	7	17
II	Population and the Environment. Women and the Environment. Rural Development and the Environment.	7	17
III	Education and the Environment. Health Services and the Environment. Multinational Enterprises and the Environment.	7	18
IV	Technology and the Environment. International Trade and the Environment. External Debt and the Environment.	7	18
V	Practical Module: Study any one aspect of the Economic Development and write a Term Paper indicating its Sensitivity towards Environmental Sustainability and present the same in the class. The Term Paper may be given to an individual student or to a group of 2 to 3 students.	8	(20 Marks of CEC Internal Evaluation)

4. Teaching Method:

- (a) Lecture Method and Class Discussion
- (b) Case Discussion and Class Participation.
- (c) Compulsory class presentation of the Term Paper.

5. Evaluation:

A	Projects/ Assignments/ Quizzes/ Individual or group Presentation/ Class participation/ Case studies etc	Weightage 50 marks (Internal Assessment)
B	Mid-Semester Examination	Weightage 30 marks (Internal Assessment)
C	End –Semester Examination	Weightage 70 marks (External Assessment)

6. Text Books:

Sr. No.	Author	Name of the Book	Publisher	Edition
T1	Asayehgn Desta	Environmentally Sustainable Economic Development	Praeger Publishers	New Edition, Sept.-1999 ISBN: 9780275966287
T2	Chris Barrow	Environmental Management for Sustainable Development	Routledge;	1 edition ISBN: 9780203016671
T3	Asayehgn Desta, Desta, Francoise O. Lepage	Environmentally Sustainable Economic Development	Praeger Publishers	ISBN: 9780275957414 Year-1999
T4	Gedeon M. Mudacumura, Desta Mebratu, M. Shamsul Haque	Sustainable Development Policy And Administration	CRC Press	Dec.-2005

7. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Edition
R1	Chris Barrow	Environmental Management for Sustainable Development	Routledge;	1 edition ISBN: 9780203016671
R2	Asayehgn Desta, Desta, Francoise O. Lepage	Environmentally Sustainable Economic Development	Praeger Publishers	ISBN: 9780275957414 Year-1999
R3	Gedeon M. Mudacumura,	Sustainable Development Policy And Administration	CRC Press	Dec.-2005

	Desta Mebratu, M. Shamsul Haque			
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8. List of Journals/Periodicals/Magazines/Newspapers, etc.: Any journal and magazine related to environment and sustainable business enterprise published from India or abroad.

9. Session Plan:

Session no.	Topic
1-2	THE Stages of Economic Development Paradigms.
3-4	Market Oriented Approach to Development and Environment.
5-7	Poverty and Environmental Degradation
8-9	Population and the Environment.
10-11	Women and the Environment.
12-14	Rural Development and the Environment.
15-16	Education and the Environment.
17-19	Health Services and the Environment.
20-21	Multinational Enterprises and the Environment.
22-23	Technology and the Environment.
24-26	International Trade and the Environment.
27-28	External Debt and the Environment.
29-36	Practical Module: Study any one aspect of the Economic Development and write a Term Paper indicating its Sensitivity towards Environmental Sustainability and present the same in the class. The Term Paper may be given to an individual student or to a group of 2 to 3 students.

MBA-II
Semester-IV
The Corporation, the Regulators and Society (CRS)

For the subject 'The Corporation, the Regulators and Society' as an Immersion Study, the student is required to select a corporate / listed or non listed company and study the following through at least **6 Case Studies** including 3 major cases and 3 small cases / caselets. At least 50% cases should be from India and 50% from any other country of choice by the professor and student together:

- Changes happening in the company/industry due to technology change or policy change.
- How the situation in the society changes due to this kind of technology change or policy change.
- Study the new situation and its impact on corporate and society.
- Further study the results due to the impact.
- Further policy changes required or expected due to **impact of technology, government policies, market competition, consumer pressure, pressure from international business community, World Trade Organization (WTO)** etc.

Examples are Public, Private or Joint Sector Corporations / Companies operating in highly regulated environment like petrochemicals, Chemicals, Pharmaceuticals, Telecom, Gas, SEZ (Special Economic Zones), Power (Electricity), Energy (Wind / Solar / Tidal / Wave / from Agriculture Waste like Sugarcane Bagasse, Rice Bran, Forest Waste etc), Food and Agriculture Processing, Public Transportation including Railways, Bus, Ship, Aircraft etc), Environmental Projects, Water Management, Roads, Dams and other infrastructure management projects.

The student will prepare a Report at the end of the semester, consisting of all the case studies discussed in the class / at the industry visit, and may even publish select cases in reputed / referred journals of Management, Business, Industry, Technology, Government etc.