

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

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

Sub Code: - 2830004

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. **(Reference: Appendix 1: List of Sectorial Areas for Comprehensive Project study given in Sem III Syllabus).** 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 Guidelines for CP in MBA Semester III, as the same 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

Sub Name: - Global / Country Study and Report (GCR)
Sub Code: - 2830003

The student shall also study the company / sector or overall economy of a foreign country and prepare a Global / Country Report in **Semester III** (identify the Country and Company/Product etc) and collect basic data in **Sem-III** and prepare a report. In **Semester IV** the students are required to complete the Report under the guidance of faculty. The objective is enable the student and teaching faculty learn about the socio-economic aspects of at least ONE foreign country, and learn about present and potential area of business with that country. It will also enable to learn about how to do business / export / import with / within that country, and prepare and submit a final 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

Sub Name: - Business Ethics & Corporate Governance (BE&CG)

Sub Code: - 2840003

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; 1 to 2 Case Studies on Ethics, Morals and Values. | 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 4. CII OECD) and their recommendations on corporate Governance. 1 to 2 Case studies | 7 | 18 |
| IV | Model working of corporate governance: Board Structure, role and responsibilities of directors, Rights 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 group of 2 to 3 students on topic like: 1. Important tenets important religions (any one of them) and their implication for social and | 8 | (20 Marks) of CEC Internal Evaluation |

| | | | |
|--|---|--|--|
| | <p>spiritual implications.</p> <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, Seth Jamnalji Bajaj, Sir Jamshetji 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 and their role models of 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 | Fernando | Business Ethics | Pearson | Latest |
| T4 | Rupani Riya | Business Ethics and Corporate Governance | Himalaya Publishing | 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 |
| R3 | Neeru Vasisth Namita Rajput | Corporate Governance Values & Ethics | Taxmann | 2010 |
| R4 | Nadhani Ashok K | Business Ethics and Business Communications | Taxmann | Latest Edition |
| R5 | Murthy C.S.V. | Business Ethics | Himalaya Publishing | Latest Edition |
| R6 | Albuquerque Daniel | Business Ethics: Principles and practice | Oxford Uni. 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, Volume 1, Issue 2 July 2011, Special Issue September 2011, and Volume 2, Issue 1 January 2012, 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. |

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| 29-36 | <p>Practical Module: 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, and 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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ELECTIVE COURSES

MBA-II

Semester-IV

Sub Name: - Enterprise Resource Planning (ERP)

Sub Code: - 2840004

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
- c. Implementation of global Supply Chain ERP software with an emphasis on leadership and managerial implications/actions.
- d. To develop the student's organizational and analytical skills through the use of business cases studies, articles and working in teams.
- e. 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 | 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) |

Note:

**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 | Introduction to ERP - 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

Sub Name: - Supply Chain Management (SCM)
Sub Code: - 2840005

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.

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: (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 Mc-Graw 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 Coluper | Supply Chain Logistics Management | Tata McGraw-Hill | Latest Edition |
| 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

Sub Name: - Project Management (PM)
Sub Code: - (2840006)

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 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 |

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|----|--|---|---------------------------------------|
| IV | Project Financing : Rights and obligations of Fund providers; Types of ownership Securities (Equity Shares, Preference Shares, deferred shares) Types of Debt Securities: Term loans, lease, debentures and bonds Hybrid Securities: Preference Shares, convertible bonds, bonds with warrants, Project Financing In India – SBI Guidelines, Financing of Export oriented units, Financing of small scale units, Financing of Infrastructure Projects | 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. Text Books:

| Sr. No. | Author | Name of the Book | Publisher | Edition |
|---------|---------------|----------------------------------|---------------------|----------------|
| T1 | Khatua | Project Management and Appraisal | Oxford Publication | Latest Edition |
| T2 | Bhavesh Patel | Project Management | Vikas Publication | Latest Edition |
| T3 | Harry-Maylor | Project Management | Pearson Publication | Latest edition |

7. Reference Books:

| Sr. No. | Author | Name of the Book | Publisher | Edition |
|---------|---------------------------------------|--|-----------------------------------|----------------|
| R1 | Clifford F Gray, Erik W Larson | “Project Management-The Managerial Process” | Mcgraw-Hill Publishing | Latest edition |
| R2 | P K Joy | Total Project Management-The Indian Context | Macmillan India Ltd | Latest edition |
| R3 | Prasanna Chandra | Project Planning Concept | TMH Publication | Latest Edition |
| R4 | Pinto | Project Management | Pearson | Latest Edition |
| R5 | Jack Meredith, Samuel J. Mantel Jr | “Project Management- A Managerial Approach” | John Wiley and Sons | Latest edition |
| R5 | David I Cleland | Project management | Mcgraw Hill International Edition | Latest edition |
| R6 | Gopalakrishnan | Project Management | Mcmillan India Ltd | Latest edition |
| R7 | 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 Financing : Rights and obligations of Fund providers; Types of ownership Securities (Equity Shares, Preference Shares, deferred shares) Types of Debt Securities: Term loans, lease, debentures and bonds Hybrid Securities: Preference Shares, convertible bonds, bonds with warrants, Project Financing In India – SBI Guidelines, Financing of Export oriented units, Financing of small scale units, Financing of Infrastructure Projects |
| 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

Sub Name: - Management Control Systems (MCS)

Sub Code: - 2840007

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 |

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|----|--|---|--|
| 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 the 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) |

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. | 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. Behavioral aspects of Systems. Factors affecting Human Behaviour. Issues of Goal Congruence. 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 | Analyzing 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 a. Service organization b. Non-profit organization c. Projects d. Defining control variables and check point for event management |

MBA-II
Semester-IV

Sub Name: - Technology & Business (T&B)

Sub Code: - 2840008

1. Objectives: The objective of the course is to understand the use of information 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 |
| 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: 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. |

MBA-II
Semester-IV

Sub Name: - Investment Banking (IB)
Sub Code: - 2840601

1. Course 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: (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 |

7. Reference Books:

| Sr. No. | Author | Name of the Book | Publisher | Edition |
|---------|-------------------|----------------------------|---------------------|----------------|
| R1 | Dr R P Rustogi | Working Capital Management | Taxmann Publication | Latest edition |
| R2 | Ashwarath Dampdar | Damodaran On Valuation | Wiley Publication | Latest edition |
| R3 | Candra | Corporate Valuation | TMH publication | Latest edition |
| R4 | Finnery | Project Financing | Wiley Publication | Latest edition |

| | | | | |
|----|-----------------|----------------------------|-----------------|----------------|
| R5 | Bhattacharya | Working Capital Management | PHI publication | Latest edition |
| R6 | 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, Re-schedulement and Restructuring, BIFR, SARFAESI Act, ARCs |
| 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. |

FUNCTIONAL AREA: MARKETING (MM)

MBA-II
Semester-IV

Sub Name: - Product and Brand Management (PBM)

Sub Code: - 2840101

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 Geographic boundaries. Developing a Brand Equity Management System. Measuring Sources of Brand Equity and Brand Equity measurement approaches. | 7 | 18 |
| V | Practical Module: 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 | 8 | (20 Marks of CEC Internal Evaluation) |

4. Teaching Methods:

The course will use the following pedagogical tools:

- Case discussion covering a cross section of decision situations.
- Discussions on issues and techniques of Marketing.
- 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. Rameswaram, Isaac Jacob | Strategic Brand Management | Pearson Education | Third Edition |
| T2 | Kirti Dutta | Brand Management- Principles and Practices | Oxford University Press | First |
| T3 | Michael Baker & Susan Hart | Product Strategy and Management | Pearson Education | Second Edition |

7. Reference Books:

| Sr. No. | Author | Name of the Book | Publisher | Edition |
|----------------|------------------|--|---------------------|----------------|
| R1 | S. Ramesh Kumar | Managing Indian Brand, Marketing Concepts & Strategies | Vikas | Latest Edition |
| R2 | Lehman and Winer | Product Management | Tata McGraw Hill | Fourth edition |
| R3 | Ramanuj Majumdar | Product Management in India | PHI EEE | Latest Edition |
| R4 | 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:</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> |

MBA-II
Semester-IV

Sub Name: - Services and Relationship Marketing (SRM)
Sub Code: - 2840102

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) |
|-------------------|---|------------------------|---------------------------------|
| 1 | 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; 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 | 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; Promotion – Role of Marketing</p> | 7 | 17 |
| 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 Relationship Marketing: Customer Retention; Customer Loyalty; Strategies for reducing Customer Defections; and Customer Relationship Management (CRM)</p> | 7 | 18 |
| V | <p>Practical Module:</p> <ul style="list-style-type: none"> • Service Blue Prints. • Gap analysis in Various services including Public • Transport and public services with respect to India. Any other application. | 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 | Practical Module: <ul style="list-style-type: none">• Service Blue Prints• Gap analysis in Various services including Public Transport and public services with respect to India• Any other application |

FUNCTIONAL AREA: FINANCE (FM)

MBA-II

Semester-IV

Sub Name: - Mergers & Acquisition (M & A)

Sub Code: - 2840201

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 | Bhagvandas | Corporate restructuring | Himalaya | Latest Edition |
| T2 | Aurora, Shetty, Kala | Mergers and Acquisitions | Oxford | Latest Edition |
| T3 | P. Rajesh Kumar | Mergers & Acquisitions | Tata McGraw- Hill | Latest Edition |

7. Reference Books:

| Sr. No. | Author | Name of the Book | Publisher |
|---------|--|---|-------------------------|
| R1 | Prasant Godbole | Mergers, Acquisitions and Corporate | Vikas Publication |
| R2 | Rajinder S. Arora Shard Kale | Mergers & Acquisitions | OXFORD Publication |
| R3 | Sudi Sudarshan | Creating Value through Merger and Acquisitions | Pearson |
| R4 | Nishikantha Jha | Merger and Acquisitions | Himalaya |
| R5 | Machiraju | Mergers And Acquisitions | New Age |
| R6 | James J. Fred Weston, Mark L. Mitchell, J. | Takeovers, Restructuring, and Corporate Governance | Pearson Education |
| R7 | Kamal Goshray | Mergers, Acquisition and Valuations | PHI |
| | 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 |
| R12 | Ray | Merger & Acquisitions-Strategy, Valuation | PHI |

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 | <p>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)</p> |

MBA-II
Semester-IV

Sub Name: - Risk Management (RM)
Sub Code: - 2840202

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 the 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 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 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 | <p>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</p> | 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. Dufresne and Thomas W. Miller | 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. ICAI 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 style="text-align: center;">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 |

FUNCTIONAL AREA: HUMAN RESOURCE MANAGEMENT (HRM)

MBA – II
Semester – IV

Sub Name: - Human Resources Development (HRD)

Sub Code: - 2840301

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) |
|-------------------|---|------------------------|-------------------|
| 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, Computer based training programme, 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 | <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 benefits analysis of any training and Development programme. | 4 | (20 Marks of CEC Internal) |
|---|---|---|----------------------------|

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 | Werner & Desimone | Human Resource Development | Cengage Learning | Latest |
| T2 | Udai Pareekh & T.V.Rao | Designing and Managing Human Resource Systems | Oxford | Latest Edition |
| T3 | Mankin | Human Resource Development | Oxford | 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 | Biswanath Ghosh | Human Resource Development & Management | Vikas | Latest Edition |
| R4 | Richard A Swanson PhD Elwood F. Holton | Foundations of Human and Resource Development | Berrett-Koehler | Latest Edition |
| R5 | P. L. Rao | Training and Development | Excel | 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, Class-room Training approaches |
| 21-23 | Computer based training programme, 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

Sub Name: - Strategic Human Resource Management (SHRM)

Sub Code: - 2840302

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 | Practical Module: <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 | Practical Module: <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 |

FUNCTIONAL AREA: INFORMATION SYSTEMS MANAGEMENT
(ISM)

MBA-II
Semester-IV

Sub Name: - Information System Audit & Control (ISA & C)

Sub Code: - 2840401

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

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: 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 - 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 | 7 | 18 |
| 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 | Latest Edition 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 | Latest |
| R2 | - * | Information Technology Management, Audit and Control Study Text and Revision Series | Professional Business Publications | Latest |
| 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 |

Note:

*** R1, R2 and R4 material is available internet. Students can also visit their respective websites.**

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 |
| 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 - 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

Sub Name: - Strategic Information Technology Management (SITM)

Sub Code: - 2840402

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 Turban 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. Muthukumar | 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

Sub Name: - International Supply Chain Management

Sub Code: - 2840501

1. Course Objective: To understand the strategies used by various companies to manage international supply chain management through theoretical framework, case studies and practical / application module.

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

Sub Name: - Export – Import Policy, Procedures and Documentation

Sub Code: - 2840502

1. Course Objective: The objective of this subject is to acquaint the student with the subject knowledge in understanding policies, procedures and documentation for Export – Import of goods and services between India and various countries. The course also aims at developing skills on how to export and import from India.

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 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.

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 |
| R3 | O P Arora | Foreign Trade and Foreign Exchange | 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 |
| 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 |
| 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

Sub Name: - Investment Banking (IBK)

Sub Code: - 2840601

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 Dampdar | 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

Sub Name: - Insurance and Risk Management

Sub Code: - 2840602

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:

- Case discussion
- Projects/ Assignments/ Quizzes/ Class participation etc
- 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, ICAI 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, requisites 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

Sub Name: - Cooperative Management (CM)

Sub Code: - 2840701

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. 45hours.

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 |

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 |
| R8 | Bhatia BS, Verma HL, Garg Mahesh | Encyclopedia of Cooperative Management | Deep & Deep Publication | Latest |
| R9 | Goel BB, Srivastava JN | Reinventing Cooperatives : 21 st Century Vision | Deep & Deep Publication | Latest |

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.

1. Indian Cooperative Review, published by National Cooperative Union of India, New Delhi
2. The Cooperator, published by National Cooperative Union of India, New Delhi
3. Cooperative Perspectives, Vaikunth Mehta National Institute of Cooperative Management Pune
4. NICM Bulletin, National Institute of Cooperative Management, Gandhinagar
5. Tamilnadu Journal of Cooperatives, Tamilnadu State Cooperative Union, Chennai
6. Land Bank Journal, Land Bank Publication, Mumbai
7. Agriculture Marketing, Published by National Institute of Agriculture Marketing, Jaipur
8. RBI Bulletin, published by Reserve Bank of India
9. CAB Calling, published by College of Agriculture Banking
10. Agriculture Situation in India, Ministry of Agriculture Govt. of India, New Delhi
11. Working Papers published by Bankers Institute of Rural Development, Lucknow
12. 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 -28 | Account Keeping and Taxation of Indian Cooperatives: Income Tax Provisions, VAT, Excise etc. |
| 29 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

Sub Name: - NGO Management (NM)

Sub Code: - 2840702

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, 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 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 Organizations | Routledge Publication | Latest Edition |
| R5 | Sudeshkumar | Schemes of Central Government for NGOs A Handbook of Financial Norms for Project Budgeting | Jain Publishing House | Latest Edition |
| 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 |
| 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

Sub Name: - Immersion Study of Social Businesses (ISSB)

Sub Code: - 2840801

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 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 teacher / 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 **private firms or companies / government organizations / NGOs / PPP (Public Private Partnership)** which are operating out of India i.e. in Asia or other foreign countries. Other cases may be from India under any ownership format as mentioned above.

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 and social / rural development projects.

The student will prepare a Report at the end of the semester, consisting of all the case studies discussed in the class as well as during industry visits, 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

Sub Name: - Environmentally Sustainable Development (ESD)

Sub Code: - 2840901

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.

3. Course Contents:

| 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 | Editors: Anastasia Nikelopoulou, Taisha Abraham, and Farid Mirbagheri | Education for Sustainable Development – Challenges, Strategies and Practices in a Globalizing World | Sage Publications | 1st Edition: 2010 |
| T4 | Asayehgn Desta, Desta, Francoise O. Lepage | Environmentally Sustainable Economic Development | Praeger Publishers | ISBN: 9780275957414 Year-1999 |

7. Reference Books:

| Sr. No. | Author | Name of the Book | Publisher | Edition |
|---------|--|--|--------------------|--------------------------------------|
| R1 | Gedeon M. Mudacumura, Desta Mebratu, M. | Sustainable Development Policy And Administration | CRC Press | Dec.-2005 |
| R2 | Asayehgn Desta, Desta, Francoise O. Lepage | Environmentally Sustainable Economic Development | Praeger Publishers | ISBN: 9780275957414 Year-1999 |
| R3 | Gedeon M. Mudacumura, Desta Mebratu, M. | Sustainable Development Policy And Administration | CRC Press | Dec.-2005 |
| R4 | Chris Barrow | Environmental Management for Sustainable Development | Routledge; | 1 edition ISBN: 9780203016671 |

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

Sub Name: - The Corporation, the Regulators and Society (CRS)

Sub Code: - 2840902

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 countries 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, PPP 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 also can publish select cases in reputed /referred journals of Management, Business, Industry, Technology, Government etc.
