



ST. XAVIER'S UNIVERSITY, KOLKATA

SYLLABUS FOR MBA

Action Area IIIB
New Town, Kolkata - 700160
West Bengal, India
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COURSE OUTLINE								
Sem	Paper Code	Course Title	Full Marks	End Sem	Pass Marks	CIA	Pass Marks	Credits
I	MBR1010T	Management Principles & Corporate Social Responsibility	100	40	20	60	30	4
	MBR1020T	Basics of Accounting for Managers	100	40	20	60	30	4
	MBR1030T	Business Communication	50	20	10	30	15	2
	MBR1040T	Business Statistics	100	40	20	60	30	4
	MBR1050T	Managerial Economics	100	40	20	60	30	4
	MBR1060T	Cost Management	50	20	10	30	15	2
	MBR1070T	Computer Applications In Business & Management Information System	100	40	20	60	30	4
	MBR1080T	Organizational Behaviour	100	40	20	60	30	4
	MBR1090T	Business Ethics and Legal Environment	100	40	20	60	30	4
TOTAL			800				TOTAL	32
II	MBR2010T	Indian Economy and Policy	100	40	20	60	30	4
	MBR2020T	Financial Management	100	40	20	60	30	4
	MBR2030T	Marketing Management	100	40	20	60	30	4
	MBR2040T	Human Resource Management	100	40	20	60	30	4
	MBR2050T	Production and Operation Management	50+50	40	20	60	30	4
	MBR2060T	Gr. A: Quantitative Techniques	50+50	40	20	60	30	4
		Gr. B: Research Methodology						
	MBR2070T	Strategic Management	100	40	20	60	30	4
	MBR2080T	Business Analytics	100	40	20	60	30	4
MBR2090V	Comprehensive Viva - I	50	50	25	-		2	
TOTAL			850				TOTAL	34
Sem	Paper Code	Course Title	Full Marks	End Sem	Pass Marks	CIA	Pass Marks	Credits
III	MBR3010T	Entrepreneurship Development and New Venture Creation	100	40	20	60	30	4
	MBR3020T	Organizational Development and Change Management	100	40	20	60	30	4
	MBR3030J	Project Work	150	150	75	-		6
	MBR3040V	Project Viva	50	50	25	-		2
	MBR3011T*	Advanced Cost and Management Accounting	100	40	20	60	30	4
	MBR3021T*	Banking and Insurance	100	40	20	60	30	4
	MBR3031T*	Investment Analysis and Portfolio Management	100	40	20	60	30	4

Sem	Paper Code	Course Title	Full Marks	End Sem	Pass Marks	CIA	Pass Marks	Credits
	MBR3041T*	Taxation	100	40	20	60	30	4
	MBR3051T*	Financial Institutions and Markets	100	40	20	60	30	4
	MBR3061T*	Financial Statement Analysis and Reporting	100	40	20	60	30	4
	MBR3012T*	Integrated Marketing Communications	100	40	20	60	30	4
	MBR3022T*	Consumer Behaviour	100	40	20	60	30	4
	MBR3032T*	Sales and Distribution Management	100	40	20	60	30	4
	MBR3042T*	Product and Brand Management	100	40	20	60	30	4
	MBR3052T*	Services Marketing	100	40	20	60	30	4
	MBR3062T*	Business to Business Marketing	100	40	20	60	30	4
	MBR3013T*	Manpower Planning, Recruitment and Selection	100	40	20	60	30	4
	MBR3023T*	Leadership and Team Dynamics	100	40	20	60	30	4
	MBR3033T*	Industrial Relations	100	40	20	60	30	4
	MBR3043T*	Training and Development	100	40	20	60	30	4
	MBR3053T*	Performance Management System	100	40	20	60	30	4
	MBR3063T*	Compensation and Benefits Management	100	40	20	60	30	4
TOTAL			800	TOTAL				32

Sem	Paper Code	Course Title	Full Marks	End Sem	Pass Marks	CIA	Pass Marks	Credits
IV	MBR4010T	Environment and Business Sustainability	100	40	20	60	30	4
	MBR4011T*	Financial Derivatives and Risk Management	100	40	20	60	30	4
	MBR4021T*	Strategic Financial Management	100	40	20	60	30	4
	MBR4031T*	Project Appraisal and Finance	100	40	20	60	30	4
	MBR4041T*	Corporate Restructuring and Valuation	100	40	20	60	30	4
	MBR4051T*	International Finance	100	40	20	60	30	4
	MBR4061T*	Behavioural Finance	100	40	20	60	30	4
	MBR4012T*	Marketing Analytics	100	40	20	60	30	4
	MBR4022T*	Customer Relationship Management	100	40	20	60	30	4
	MBR4032T*	Retail Management	100	40	20	60	30	4
	MBR4042T*	Digital and Social Media Management	100	40	20	60	30	4
	MBR4052T*	Rural Marketing	100	40	20	60	30	4
	MBR4062T*	International Marketing	100	40	20	60	30	4
	MBR4013T*	Labour Laws	100	40	20	60	30	4

Sem	Paper Code	Course Title	Full Marks	End Sem	Pass Marks	CIA	Pass Marks	Credits
	MBR4023T*	Strategic Human Resource Management	100	40	20	60	30	4
	MBR4033T*	Human Resource Analytics	100	40	20	60	30	4
	MBR4043T*	International Human Resource Management and Diversity Management	100	40	20	60	30	4
	MBR4053T*	Human Resource Accounting and Audit	100	40	20	60	30	4
	MBR4063T*	Career Planning & Talent Management	100	40	20	60	30	4
	MBR4070V	Comprehensive Viva - II	50	50	25	-		2
	MBR4080J	Dissertation	100	100	50			4
TOTAL			650	TOTAL			26	

ACRONYMS (AS APPLICABLE)

T = Theory; WT = Written Test; P = Practical; O = Others (seminar/ presentation/class room activity, etc.); V = Viva voce

*** Optional Paper [Students need to choose Any 4 out of 6 papers of the specialization]**

Optional / Specialization Code No. - 1 : Finance;
Code No. - 2 : Marketing
Code No. - 3 : Human Resource

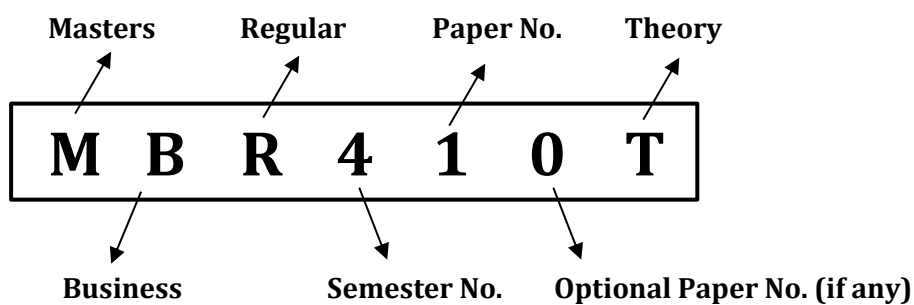
Colour Code Illustration :

Finance

Marketing

Human Resource

PAPER CODE ILLUSTRATION



Signature
Professor-In-Charge (with Date)

Signature
Dean (with Date)

Controller of Examinations,
St. Xavier's University, Kolkata

MANAGEMENT PRINCIPLES & CORPORATE SOCIAL RESPONSIBILITY

Gr.A : MANAGEMENT PRINCIPLES

- Unit 1 : Introduction :** Concept, nature and importance of management; Managerial skills and levels of management; Management process and overview of functional areas of management; Development of management thought; Classical and neo-classical and modern approaches, social responsibility of business. **(4)**
- Unit 2 : Planning :** Importance of planning, steps of planning, types of plans, vision, mission, objectives, strategies, standing and single-use plans, Management by objectives, Decision making – concept and process; types of decisions, decisions under certainty, uncertainty and risk, creativity and innovation **(4)**
- Unit 3 : Organizing :** process of organizing, principles, span of management, patterns of departmentalization, delegation and decentralization of authority, line, staff and functional authority, coordination, types and techniques Informal organization **(2)**
- Unit 4 : Direction and Supervision :**Requirements of effective direction, supervision, motivation, job satisfaction, morale, communication process, forms, barriers formal and informal communication, functions and characteristics of a leader, approaches to leadership, styles in Indian context, **(4)**
- Unit 5 : Controlling:** Control process; planning-control link, types of control, Effective control system; Techniques of control, control and information technology, productivity, operations and quality management **(2)**
- Unit 6 : Management of Change :** Need and process of planned change, Resistance to change. Managing organizational change, work stress and its management, employee counseling. **(4)**

Gr.B : CORPORATE SOCIAL RESPONSIBILITY

- Unit 1 : Corporate Social Responsibility (CSR) -** Corporations and their social responsibilities, Fundamental concepts and Meaning; corporate philanthropy; CSR-an overlapping concept; corporate sustainability reporting; CSR through triple bottom line; CSR and business ethics; relation between CSR and corporate governance; environmental aspect of CSR; CSR models; Carroll's model; drivers of CSR; Framework for CSR; **(4)**
- Unit 2 :** Regulatory mandates for CSR: CSR-Legislation in India & the world. Section 135 of Companies Act 2013; Scope for CSR Activities under Schedule VII; Implementing Process in India **(4)**
- Unit 3 :** CSR and strategy, Shareholder theory of the firm, voluntary guidelines, Millennium Development goals (MDG), Sustainable development goals (SDG), Relationship between CSR and MDGs. Review current trends and opportunities in CSR.; CSR as a Strategic Business

tool for Sustainable development. Review of successful corporate initiatives & challenges of CSR. Identifying key stakeholders of CSR & their roles (8)

Unit 4 : Role of Public Sector in Corporate, government programs that encourage voluntary responsible action of corporations. Role of Non-profit & Local Self-Governance in implementing CSR (2)

Unit 5 : Case Studies of Major CSR Initiatives.

Suggested Readings :

1. Weihrich and Koontz, et al : Essentials of Management; Tata McGraw Hill
2. Tripathy,P.C, Reddy P. N, Principles of Management, Tata McGraw Hill
3. Stoner J and Freeman RE : Management; Prentice-Hall
4. Daft, RL : Management, Thomson
5. V.S.P Rao & Hari Krishna : Management-Text & Cases,Excel Books
6. Murugan, M.S; Management Principles & Practices, New Age
7. Robbins, SP : Management, Prentice Hall.
8. Sharma, J.P., Corporate Governance and Social Responsibility of Business, Ane Books Pvt. Ltd, New Delhi.
9. Corporate Social Responsibility: An Ethical Approach - Mark S. Schwartz
10. Corporate Social Responsibility in India - Sanjay K Agarwal
11. Corporate Social Responsibility: Concepts and Cases: The Indian - C. V. Baxi, Ajit Prasad
12. Handbook on Corporate Social Responsibility in India, CII.
13. Handbook of Corporate Sustainability: Frameworks, Strategies and Tools - M. A. Quaddus, Muhammed Abu B. Siddique

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Total Marks : 100

Paper Code: MBR1020T

BASICS OF ACCOUNTING FOR MANAGERS

Unit 1 : Basics of Accounting: Concept of Accounting, Accounting equation, Accounting Concepts and Principles, Accounting Process, Journal, Ledger, Trial Balance, Understanding the format of Balance Sheet and Profit and Loss Statement.

Unit 2 : Accounting for Inventories: Inventory valuation and its impact on profits.

Unit 3 : Valuation of fixed assets and accounting for depreciation: Accounting for Fixed Assets, Concept of Depreciation, Straight line and Diminishing Balance method of charging depreciation, Definition of Intangible Assets and accounting of such.

Unit 4 : Ratio Analysis: Concept of Ratio Analysis, Analysis of Financial Statements of various FMCG/ Engineering/other companies to verify the growth rate, profits and profitability, liquidity, capital structure, asset efficiency, market perception parameters, current and

long-term liability, transactions affecting equity, accounting for investments, auditor's report and notes on accounts.

Unit 5 : Analyzing Financial Statements: Analyzing financial statements of various companies like FMCG/Engineering/Indian Oil Companies (like IOC, BPCL, HPCL, HUL).

Suggested Readings :

1. Financial Accounting: A Managerial Perspective, R. Naranaswamy, PHI Publishing House.
2. Introduction to Financial Accounting, Horngren, Pearson India.
3. Financial Accounting, Hanif and Mukherjee, Mcgraw Higher Ed.

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Total Marks : 50

Paper Code: MBR1030T

BUSINESS COMMUNICATION

Unit 1 : Theoretical Background of Communication: Definition; Purpose; Process; Types; Barriers of Communication; Feedback. **(2)**

Unit 2 : Business Communication : Format of Official Letter; Styles- Types of Letters – Job Application with Resume/CV; Request; Enquiry; Placing Order; Complaint; Sales Letter; Anecdotes; Types of Reports; Developing an outline; Nature of Headings; Ordering of Points; Logical Sequencing; Graphs; Charts; Executive Summary; List of Illustration; Report Writing Circulars; Notices; Memos; Agenda and Minutes; Annual Report; Press Release; Press Report. **(12)**

Unit 3 : Business and Academic Presentations: Preparation of Background; Types of Presentations; Poster Presentation; Digital Presentation **(4)**

Unit 4 : Academic Writing: Collection of Research Materials; Writing Research Proposal; Synopsis; Review of Literature; Values – Importance; Sources of Value Systems; Types; Values across Cultures. **(6)**

Suggested Readings :

1. Communication for Business, Shirley Taylor, Pearson Education
2. English for Business & Commercial world, J.A Blundell & N.M.G Middle, Oxford University Press
3. Kaul, Asha - Effective Business Communication, Prentice Hall.
4. Raman, M & Singh, P - Business Communication, OUP
5. Bovee C L et al- *Business Communication Today* (Pearson Education, 2002)
6. Hargie et al- *Communication Skills for Effective Management* (Palgrave, 2004)

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BUSINESS STATISTICS

- Unit 1 : Presentation of Data:** Bar Chart, Line Graph, Pie Chart, Scatter Plot, Box Plot
- Unit 2 : Frequency Distribution:** Tally Mark & un-grouped Frequency Distribution, Grouped Frequency Distribution, Cumulative Grouped Frequency Distribution, Histogram & Ogive for Grouped Data
- Unit 3 : Measures of Central tendency:** Mean, Median & Mode, Measures of Central tendency for Grouped Data
- Unit 4 : Measures of Dispersion:** Range, Quartile Deviation, Mean Absolute Deviation, Standard Deviation, concept of outliers
- Unit 5 : Probability:** Random Experiment, Outcomes, Events & Classical Theory of Probability, Axiomatic Theory of Probability & Conditional Probability using set theory, Posterior Probability using Bayes' Theorem
- Unit 6 : Probability Distribution, Probability Function & Random Variables :** Probability Distribution of a Random Variable, Probability Mass Function for discrete random variables, Expected value of a random variable, Mean & Variance of a random variable using Expectation Operator, Joint distribution of two random variables (discrete).
- Unit 7 : Moments, Skewness and Kurtosis:** Moments, Skewness and Kurtosis using Expectation Operator, Pearson's First & Third Measure
- Unit 8 : Binomial & Poisson Distributions:** Binomial & Poisson Distributions for discrete random variables, mean & variance for Binomial & Poisson Distributions
- Unit 9 : Continuous random variables:** Cumulative Distribution Function (C.d.f) & Probability Density Function (P.d.f) for continuous random variables, Normal & Standard Normal Distributions
- Unit 10 : Sampling Theory:** Sampling Theory, Probability & Non-Probability sampling, Simple Random sampling, Stratified Sampling, Cluster sampling & Systematic sampling
- Unit 11 : Estimation:** Point & Interval Estimation of a population parameter using sampling statistics, Qualities of a good estimator
- Unit 12 : Hypothesis Testing:** Concepts of Null Hypothesis & Alternative Hypothesis, One-tailed & Two-tailed testing of hypotheses, Hypothesis testing for equality of means (dependent & independent) using normal & t-distributions
- Unit 13 : Hypothesis Testing using Chi-square:** Distribution Independence of two attributes using Chi-square distribution
- Unit 14 : Correlation:** Concept of Covariance & Correlation, Pearson's correlation coefficient, Rank Correlation
- Unit 15 : Regression:** Simple Regression of y on x, Simple Regression of x on y, Coefficient of Determination, Concept of Multiple Regression

Unit 16 : Time Series Analysis: Components of time series, Additive and multiplicative models, Determination of trend component (linear, quadratic and exponential trend equations), computation of seasonal indices

Unit 17 : Business Forecasting Models: Decomposition of time series components; Exponential smoothing models (single, double and triple).

Suggested Readings :

1. Statistics for Management, 8th Edition, Levin & Rubin
2. Complete Business Statistics, 7th Edition, Amir D. Aczel et al.
3. Statistical Methods, Volume I & Volume II by N.G. Das
4. Statistical Methods, 2011 Edition by S. P. Gupta

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Total Marks : 100

Paper Code: MBR1050T

MANAGERIAL ECONOMICS

Unit 1 : Economic Concepts: Basic demand & Supply analysis- Determinants of demand & supply, Individual versus market demand curve. Concept of equilibrium and comparative static analysis. Concept and application of elasticity (Price, Cross and income elasticity), Consumer Surplus, Producer surplus and efficiency of markets. **(4)**

Unit 2 : Consumer Behaviour Analysis: The consumption decision: Concept of Budget constraint, Utility and Marginal Utility. Consumption and income/price changes. Properties of indifference curves; consumer's optimum choice; income and substitution effects; labour supply and savings decision - Choice between leisure and labour. **(10)**

Unit 3 : The Production behavior of a Firm: Concept of PPF and trade off. Concept of short run and long run production function. Definition of economies of scale and scope. Concept of Isoquant & Isocost and economic region of production. The learning curve. Make vs. buy decision – Vertical chain of production – Reasons for outsourcing: Benefits and costs of using the market. **(10)**

Unit 4 : Market and Competitive Analysis: Competition identification and market definition – Measures of market structure. Behaviour of profit maximizing firms and the production process; short run costs and output decisions; costs and output in the long run. Different forms of market: structural features and price – output decision – Oligopoly: Cournot of quantity competition; Games in matrix form and Nash equilibrium, Price and non-price competition, cartel cheating and cooperation. **(10)**

Suggested Readings :

1. Hal. R. Varian: Intermediate Microeconomics/ Microeconomic analysis
2. Pindyck and Rubinfeld: Microeconomics (Pearson Education)
3. Anindya Sen: Microeconomics (Oxford)

4. Mankiw, N.G: Macroeconomics (Words Publishing)
5. Ferguson & Gould's Microeconomics Theory (AITBS Publishers)
6. A. Koutsoyiannis: Modern Microeconomics.

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Total Marks : 50

Paper Code: MBR1060T

COST MANAGEMENT

- Unit 1 :** Introduction to cost and management accounting- cost centre, cost unit, types of cost, cost sheet. Elements of cost, preparation of cost sheet. Reconciliation of profit as per financial records and cost records. **(4)**
- Unit 2 :** Material cost: Calculation of different stock levels, Bin Card Vs Stores Ledger, EOQ, Valuation of Stock based on FIFO, LIFO, Weighted Average methods, Inventory Turnover Ratios, ABC Analysis **(5)**
- Unit 3 :** Labour cost- Job card, Time rate system, Piece rate system, Halsey Premium system, Rowan Premium system, calculation of Labour Turnover rates. **(4)**
- Unit 4 :** Direct expenses and overheads- Allocation & Apportionment of overhead costs, calculation of Machine Hour Rate **(4)**
- Unit 5 :** Marginal Costing- CVP analysis, Contribution, PVR, margin of safety, break even chart and break-even analysis **(3)**

Suggested Readings :

1. Management and Cost Accounting, Cengage Learning EMEA 2007, Colin Drury.
2. Advanced Cost and Management Accounting, V.K. Saxena and C.D. Vashisht, Sultan Chand and Sons.
3. Principles and Practices of Cost Accounting, Asish K. Bhattacharya, Wheeler Pub.
4. Horngren's Cost Accounting: A Managerial Emphasis, 16th Edition, Datar and Rajan, Pearson.

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Total Marks : 100

Paper Code: MBR1070T

COMPUTER APPLICATIONS IN BUSINESS & MANAGEMENT INFORMATION SYSTEM

- Unit 1 : Introduction:** Computers in Business: Types of Information Systems, Managerial Challenges of IT, System Concepts, Components of Information Systems, IS Resources; Impact IT in Business: Strategic IT, Competitive Forces and Strategies, Building a Customer

Focused Business, Strategic Uses of IT, Reengineering Business Processes, Knowledge Management Systems (4)

Unit 2 : Areas of Application of Computer: Hardware - Types of Computer systems, End User and Server Side, Peripherals and Input Technologies, RFID. Bar and QR code, Mobility, concept of Data Centers, Application Software - Office automation suite, Communication software, ERP, CRM, BI, Web Servers, Authentication Services; Desktop Publishing Programs; Graphics and Design Programs; Web Page Editors; (4)

Unit 3 : Systems and Data: Systems – Definition, scope and boundary, sources and sinks. Data – Types, lifecycle. Processing Data – OLTP vs BI systems, Real time vs Batch systems (4)

Unit 4 : Spreadsheet Programs: Electronic Spreadsheet – Structure of spreadsheet and its applications to functions of business - Creating a dynamic / sensitive worksheet - Concept of absolute and relative cell reference – Graphs-Using built in functions - Goal seeking and pivot tables- Using graphics and formatting of worksheet- Filtering and Sorting- What-If Analysis-Drawing Trend Lines-LP Formulation (8)

Unit 5 : Introduction to data models: Elements of a data model. Dimensional modelling. Facts and Dimensions, Star Schema, How to create a data model (4)

Unit 6 : Enterprise networks and Cloud: History and trends of Telecommunication and data carrying networks. Putting is all together – devices, cables, network equipment, service providers and the Internet. OTT services. Basic idea of protocols – TCP/IP, Use of the Internet-Intranets and extranets-Types of Networks-Telecom Media-Network Topologies, Architectures and Protocols, Cloud computing and services Computing; Cloud computing infrastructure and services. (6)

Unit 7 : Visualizations The concept and use of visualization with examples. Types of Visualizations, Deciding which visualizations to create. Create visualization using an appropriate tool (6)

Unit 8 : Decision Support Systems and Business Analytics OSS, Data Staging Area, Data Presentation Area, Data Access Tools (4)

Suggested Readings :

1. Information Systems Management in Practice – Barbara C. McNurlin & Ralph H. Sprague.
2. An Introduction to Information System – James O Brien
3. Management Information Systems – Mahadeo Jaiswal & Monika Mital. OUP.
4. Information Technology for Management, Ramesh Behl, McGraw Hill

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Total Marks : 100

Paper Code: MBR1080T

ORGANIZATIONAL BEHAVIOUR

Unit 1 : Organization Behavior: Past and Present Organization; The Pre-Scientific Era (Pre-1000 – 1880); The Classical Era (1880 – 1930); The Behavioral Era (1930 – 1960); The Modern Era (1960 onwards)

- Unit 2 : Managing Organizational Behavior:** Ethical Issues in OB; Developing OB Framework; Managerial Perspectives of OB
- Unit 3 : Personality and Individual Differences:** Meaning of Personality; Determinants of Personality; Theories of Personality; Personality Development
- Unit 4 : Perception:** Nature and Importance; Process of Perception; Factors influencing Perception; Making Judgments; Social Perception
- Unit 5 : Learning and Reinforcement:** Concepts of Learning; Learning Theories; Techniques of Reinforcement and Punishment; Learning about Self
- Unit 6 : Attitudes and Job Satisfaction:** Concepts of Attitudes; Cognitive Dissonance Theory; Values and Beliefs, Trust; Emotions
- Unit 7 : Motivation in Work-Situations:** Meaning; Models and Theories of Motivation; Applications in Organizations
- Unit 8 : Work Stress:** Understanding Stress; Potential sources of Stress; Consequences of Stress; Managing Stress at Work
- Unit 9 : Organizational Communication:** Meaning; Functions of Communication; Methods of Communication; Communication Channels; Barriers to Communication
- Unit 10 : Group Dynamics and Team Building:** Distinction between Groups and Teams; Types of Groups; Group Development; Group Process; Group Cohesiveness; Types of Teams
- Unit 11 : Approaches to Workplace Leadership:** Meaning; Trait Perspectives of Leadership; Behavioral Perspectives of Leadership; Contingency Perspectives of Leadership; Transformational and Transactional Leadership; Charismatic Leadership
- Unit 12 : Organizational Conflicts and Negotiations:** Meaning of Conflict; Stages of Conflict; Types of Conflict; Sources of Conflict; Managing Conflicts in the Workplace; Elements of Negotiation
- Unit 13 : Organizational Culture:** Meaning of Culture; Types of Culture; Understanding Organizational Cultures viz.: Western Culture and Oriental Culture
- Unit 14 : Organizational Change and Development:** Meaning of Planned Change; Models of Planned Change; Organizational Development
- Unit 15 :** Case Study and Applicative Reflection

Suggested Readings :

1. Organizational Behavior: Texts and Cases; Kavita Singh, Pearson, New Delhi
2. Organization Theory and Behavior; B. P. Singh & T. N. Chhabra, Dhanpat Rai & Co., New Delhi
3. Organizational Behavior; Stephen P. Robbins, Timothy A Judge and Neharika Vohra, Pearson, New Delhi
4. Organizational Behavior: Emerging Knowledge and Practice for the Real World; Steven L McShane, Mary Ann Von Glinow and Radha R Sharma, Tata McGraw-Hill, New Delhi
5. Organizational Behavior: Texts and Cases; Uma Sekharan, Tata McGraw-Hill, New Delhi

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BUSINESS ETHICS AND LEGAL ENVIRONMENT

- Unit 1 : Business Ethics:** Nature of business ethics; Ethics and morality; Kohlberg's six stages of moral development; Ethical Approaches (5)
- Unit 2 : Ethical Dilemmas:** Characteristics of ethical dilemmas and it's resolution process. (2)
- Unit 3 : Business Ethics in HRM:** Workplace ethical issues – Whistle blowing; Insider trading; Employee discrimination; Sexual harassment; Corporate Espionage; (3)
- Unit 4 : Dynamics Of Business And Its Environment :** Technological, Political, Social And Cultural Environment , Economic Systems And Management Structure – Family Management To Professionalism, Forms of Business, Global Trends In Business And Management, MNCs, Foreign Capital And Collaboration, Trends In Indian Industry, The Capital Market Scenario, Ethics In Business, Corporate Governance And Social Responsibility (including Act). (6)
- Unit 5 : Law of Contract:** Agreement, Offer, Acceptance, Consideration, Capacity of Contract Contingent Contract, Quasi Contract, Performance, Discharge, Remedies to Breach Of Contract, Partnership, Sale Of Goods. (4)
- Unit 6 : Company Law:** Formation, Memorandum, Articles, Prospectus, Shares, Debentures, Directors, Appointment, Powers and Duties, Meetings, Proceedings, Management, Accounts, Audit, Oppression and Mismanagement, Winding Up. (4)
- Unit 7 : Factory Act:** Licensing and Registration of Factories, Health, Safety And Welfare Measures, Industrial Disputes Act, Objects, Scope and effects of the Act, Minimum Wages Act, Workmen Compensation Act. (4)
- Unit 8 : Constitutional and Administrative law:** Law of Intellectual Property: Consumer Protection Law: Economic Legislation: Competition and Fair Trade Practices, I (D & R) Act. MRTP Act. FERA, Regulations regarding Pollution Control. (4)
- Unit 9 : Regulation related to Information:** Right to Information Act, 2005, Information Technology Act, 2000, Electronic Governance, Secure Electronic Records and Digital Signatures, Digital Signature Certificates, Cyber Regulations Appellate Tribunal, Offences, Limitations of the Information Technology Act, 2000 (4)
- Unit 10 : Miscellaneous:** Laws relating to - Patents, Trademarks, Copyright, Packaging, Shops and Establishments, Banking Regulation, Insurance Regulation, Goods and Service Tax(GST) (4)

Suggested Readings :

1. Values & Ethics for Organizations, S.K Chakraborty, Oxford University Press
2. Business Ethics: An Indian Perspective; A. C. Fernando, Pearson, New Delhi
3. Human Values; A. N. Tripathi, New Age Publishers, New Delhi
4. Business Ethics; Andrew Crane & Dirk Matten, Oxford University Press, New York
5. Essentials of Leadership: Ethics and Spirituality; Ed. Sandeep Singh, Excel, New Delhi
6. Akhileshwar Pathak, Legal Aspects of Business, Tata McGraw Hill, India, 2009.
7. Balachandran V., Legal Aspects of Business, Tata McGraw Hill, 2012

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SEMESTER : II

Total Marks : 100

Paper Code: MBR2010T

INDIAN ECONOMY AND POLICY

- Unit 1 : National Income Accounting:** Production of output, Payments of factor of productions, measuring GDP, GNP, NNP, personal income and disposable income. Concept of Inflation, GDP deflator. Trend of Indian economic GDP, unemployment and inflation rate from the post liberalising era.
- Unit 2 : Growth and Accumulation:** The neoclassical growth model Solow Model, Fei-Ranis model of economic growth. Basic features of Indian economy at independence, Economic growth & the structural changes in Indian economy since independence.
- Unit 3 : Growth & Development:** Concept and measurement of underdevelopment, PQLI and HDI, concept of inclusive growth, outlook for Indian economic growth through SWOT analysis.
- Unit 4 : Aggregate Demand and Aggregate Supply:** Aggregate Demand and Aggregate Supply curves, Price adjustment policy, Long run AD and AS curves. Inflation, Unemployment and Phillips Curve. An Empirical analysis persistence of Phillips curve in India.
- Unit 5 : Open Economy Macroeconomics – IS-LM Framework,** Goods market IS Curve, Money market LM curve, equilibrium, monetary and fiscal policies in open markets.
- Unit 6 : Balance of Payment and Exchange Rate Determination:** Fixed, flexible and floating exchange rates, India's experience with exchange rate, Impact of fluctuations in exchange rate on export, import and growth of domestic industry.

Suggested Readings :

1. Macroeconomics- N. Gregory Mankiw.
2. Principles of Macroeconomics- N. Gregory Mankiw
3. Macroeconomics- Dornbusch Fischer and Startz.
4. Macroeconomics-Colander
5. The Indian Economy- Sanjiv Verma
6. Indian Economy- Datt & Sundharam

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FINANCIAL MANAGEMENT

- Unit 1 : Overview of Financial Management:** Objective of financial management; Nature of Finance and its interaction with other financial functions; Shareholders' wealth maximization as the Goal of a Business Organization; Different financial decisions taken by the finance manager.
- Unit 2 : Financial Institutions and Instruments:** Types of financial institutions; Types of financial instruments (long + short term).
- Unit 3 : Time Value of Money:** Concept of time preference or time value of money; Concept of compounding and discounting; Computation of future value and present value; Present value of a Perpetuity; Multi period compounding
- Unit 4 : Estimation of Cost of Capital:** Concept of opportunity cost; Measurement of Specific Cost of debt; Cost of Preference Capital & Cost of Equity; Weighted Average Cost of Capital; Book value vs Market value weights
- Unit 5 : Capital Structure Theories:** Factors determining capital structure; Traditional Theory; Modigliani & Miller; Pecking Order Theory; Optimum Capital Structure; EBIT-EPS Analysis; Capital structure design and firm value
- Unit 6 : Capital Budgeting Decisions:** Understanding the nature and importance of capital budgeting; Capital Budgeting Process; Investment Criteria (DCF, Non DCF); ARR; Payback period; Method of calculating NPV and IRR; MIRR; Profitability Index and Capital Rationing
- Unit 7 : Leverage:** Concept, measurement and practical application of: Financial Leverage, Operating Leverage, Total Leverage
- Unit 8 : Corporate Dividend Policies:** Factors influencing dividend policy of a firm; Forms of Dividends; Dividend Relevance Model: Walter's Model, Gordon's Model; Dividend Irrelevance Model: Modigliani-Miller Hypothesis; Share Repurchase; Stocks Split; ESOP; Bonus shares
- Unit 9 : Working Capital Management:** Concept of Gross and Net Working Capital; Concept of Operating Cycle; Financing of current assets; Debtors Management; Working capital management practices across industries like, FMCG, Power, Oil and Gas etc.

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MARKETING MANAGEMENT

- Unit 1 : Introduction:** Introduction to Marketing; Fundamental Concepts; Evolution of marketing concepts (orientations); Types of Demand; Marketing Mix – 4Ps and their sub-elements
- Unit 2 : Marketing Environment:** Major components of Marketing Environment;

Microenvironment and Macro-environment

- Unit 3 : Consumer Behavior:** Consumer decision making process, Framework; Factors influencing consumer behavior; Types of Consumers
- Unit 4 : Market Segmentation, Targeting, Positioning:** Concepts of Market segmentation and targeting; Various bases for segmentation (consumer and industrial); Differentiation and Positioning strategies
- Unit 5 : Product:** Product Classification; Service – characteristics and expanded service mix elements; Product Mix; Product Life Cycle and marketing strategies at different stages of PLC; New Product Development
- Unit 6 : Price:** Procedure for setting price; Pricing objectives; Cost and demand consideration; Pricing methods; promotional pricing, discriminatory pricing, new product pricing, product mix pricing; Modifying the price;
- Unit 7 : Marketing Channels:** Importance of Marketing intermediaries; Types of intermediaries and their functions; Levels of marketing channels; Channel flows and functions; Channel design decisions; Network Marketing
- Unit 8 : Promotion:** Elements of Promotion Mix (advertising, sales promotion, personal selling, direct marketing, PR and publicity) – characteristics and their relative strengths and weaknesses; Concept of Integrated Marketing Communications; Designing Communication Strategies
- Unit 9 : Marketing trends:** Service Marketing; Retailing; E- marketing; Global Marketing; Rural Marketing

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Total Marks : 100

Paper Code: MBR2040T

HUMAN RESOURCE MANAGEMENT

- Unit 1 : Nature and Scope of Human Resource Management:** Nature of HRM, Functions of HRM, Objectives of HRM, Models of HRM.
- Unit 2 : Human Resource Planning:** Meaning of HRP, Importance of HRP, Factors affecting HRP, Process of HRP
- Unit 3 : Job Design and Job Evaluation:** Meaning of Job Analysis, Meaning and Significance of Job Design, Factors Affecting Job Design, Scope of Job Evaluation, Job Evaluation Process
- Unit 4 : Recruitment and Selection:** Meaning and Process of Recruitment, Meaning and Process of Selection
- Unit 5 : Training and Performance Appraisal:** Process of Training, Types of Training, Appraisals – Meaning, Objectives and Process
- Unit 6 : Compensation Management and Incentives:** Components of Compensation, Theories of Compensation, Importance of Ideal Compensation, Factors influencing Employee Compensation

Unit 7 : Industrial Relations, Disputes and Trade Unions: Importance of IR, Approaches of IR, Parties to IR, Nature of Disputes, Settlement of Disputes, Trade Unions – Meaning and Purpose

Unit 8 : HR Audit and Human Resource Information System: Meaning, Nature and Approach

Suggested Readings :

1. Human Resource Management: Texts and Cases by K. Aswathappa, McGraw Hill
2. Personnel and HRM: Text and Cases by P. Subba Rao, Himalaya Publishing House
3. Human Resource Management by Gary Dessler and Biju Varkey, Pearson Education
4. Human Resource Management by John M. Ivancevich, McGraw Hill

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Total Marks : 100

Paper Code: MBR2050T

PRODUCTION AND OPERATIONS MANAGEMENT

Unit 1 : Production Management: History of Production and Operations Management; Definitions of Production Management; Production Process; Integrated Production Management,

Unit 2 : Operations Management: Introduction, Operations Management and Strategy, Tools for Implementation of Operations, Scope of Operations Management: Planning, Organizing, Controlling, Manufacturing and Non-Manufacturing Operations and their Classifications, Operations Planning and Control, Elements of Operations Strategy; Operations Strategy in Services

Unit 3 : Production and Process Design: Product Selection; Product Design and Development: Modifying the Existing Products, Sources of Product Innovation, Characteristics of a Good Design, Reverse Engineering, Concurrent Engineering; Process Design, Framework for Process Design, Process Planning Procedure, Relationship between Process Planning and other POM Activities, Type of Process Designs.

Unit 4 : Production Planning and Control: Nature of Production Planning and Control (PPC): Types of Plans, Elements of Production Planning, Strategy of Production Planning, Aggregate Planning; Master Production Schedule (MPS); Types of Production Planning and Control Systems: Production Control; Product Scheduling: Factors Affecting Scheduling; Scheduling Procedure and Techniques

Unit 5 : Location Strategies: Location Planning Process, Facility or Layout Planning and Analysis, Types of Layouts, Assembly Line Balancing, Material handling

Unit 6 : Materials Management: Overview of Materials Management: Importance and Functions of Materials Management, Concept of Purchase Management: The Objectives and Functions of a Purchase Department, The Methods of Purchasing,

Types of Contracts and tenders, Seasonal Purchasing, Subcontract Purchasing, Central Purchase Organization, Purchasing Procedure; Concept of Stores Management: The Functions of Stores Management, Types of Stores; Inventory Management and Coding; Inventory models (static, dynamic, probabilistic & stochastic); Material Requirement Planning (MRP) and Just-in-time (JIT)

Unit 7 : Project Analysis: PERT/CPM: Definition of Project and Project Management: Characteristics of a Project, Life Cycle of a Project, Types of Projects, Scope of Project Management, Project Planning Process; Programme Evaluation Research Technique (PERT) and Critical Path Method (CPM): Principles of Network Construction, Time Aspect of Projects, Crashing of a Project, Limitations of CPM and PERT

Unit 8 : Supply Chain Management: Evolution, Concept and Relevance of SCM, Functions and Contributions of Supply Chain Management, Value Chain: Supply Alliances, Purchasing, Logistics, Warehousing; Information Technology in Supply Chain: E-Commerce, Electronic Data Interchange (EDI), Data Warehousing (DW), Radio Frequency Identification (RFID)

Unit 9 : Total Quality Management: Introduction, Dimensions of Quality, Quality Control Techniques, Quality Based Strategy, Total Quality Management (TQM), Towards TQM – ISO 9000 as a Platform – Working with Intranet, Total Productive Maintenance (TPM)

Unit 10 : Contemporary Manufacturing system: Importance of Operations Technology: Types of Operations Technology; Manufacturing Systems or Production Systems: Continuous Production System (CPS), Characteristics of Continuous Production System, Intermittent Production System; Automation: Meaning, Importance and Elements: Computer-Aided Design (CAD), Computer-Aided Manufacturing (CAM), Flexible Manufacturing System (FMS), Computer-Integrated Manufacturing System (CIMS), Automatic Identification Systems (AIS); Enterprise Resource Planning (ERP): Need for Enterprise Resource Planning:

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Total Marks : 100

Paper Code: MBR2060T

QUANTITATIVE TECHNIQUES AND RESEARCH METHODOLOGY

Gr.A : QUANTITATIVE TECHNIQUES

Unit 1 : Linear Programming Problem: Linear programming problem formulation; Graphical solution; Simplex method; Variations in Linear Programming Problem; Duality; Dual simplex method; Post Optimal Analysis.

Unit 2 : Transportation and Assignment Problems: Concepts; Basic Theorems; Initial solutions and optimality test for different types of transportation problems; Exceptional Cases, Transshipment problem; Solutions to different types of assignment problems

Unit 3 : Decision and Game Theory: Decision under uncertainty; Decision under risk; Game theory; Two person zero sum game; Pure and mixed strategy games; Linear Programming Formulation of Game.

Unit 4 : Queuing System: General concept, steady state distribution, queuing model, finite and infinite system capacity, waiting time distribution, (without proof); Markov Chain models

Gr.B : RESEARCH METHODOLOGY

Unit 1 : Introduction to Research: Meaning of research; Types of research- Exploratory research, Conclusive research; Applications of Research in business; Features of a Good research study; The process of research and steps

Unit 2 : Research Problem and Formulation of Research Hypotheses: Defining Research problem; Process of Research Problem identification; Formulating research hypothesis

Unit 3 : Research Design: Nature and Classification of Research Designs; Components of research Design; Research Approaches; Research Instruments and methods; Data Sources; Sampling Plan; Errors affecting Research Design

Unit 4 : Data collection: Classification of Data; Primary and Secondary Data; Primary Data Collection: Exploratory Research approaches - Observation method, Focus Group Discussion, In-depth Interview, Case Study method; Descriptive Research Designs: Survey - Cross-sectional studies and Longitudinal studies; Experimental Designs, Secondary Data: Uses, Advantages, Disadvantages, Types and sources

Unit 5 : Measurement and Scaling: Types of Measurement Scales; Attitude; Classification of Scales: Single item vs Multiple Item scale, Comparative vs Non-Comparative scales, Measurement Error, Criteria for Good Measurement

Unit 6 : Questionnaire Design: Questionnaire method; Types of Questionnaires; Process of Questionnaire Designing; Advantages and Disadvantages of Questionnaire Method

Unit 7 : Sampling: Concepts of Sampling – Difference between Sample and Census; Sampling error and Non Sampling error; Sampling Design- Probability and Non Probability Sampling design; Determination of Sample size, Sample size for estimating population mean, Determination of sample size for estimating the population proportion

Suggested Readings :

1. Anderson, D. R., Sweeny, D. J., & Williams, T, An Introduction to Management Science. Thompson South-Western
2. Gupta, P. K., &Hira, D. S. Problems in Operations Research. S Chand & Co.
3. Kapoor, V. K. Operations Research. Sultan Chand and Sons
4. Taha, H. Operation Research. Prentice Hall
5. The Data Warehouse Toolkit: The Definitive Guide to Dimensional Modeling by Ralph Kimball , Margy Ross
6. Data Mining and Predictive Analytics, 2ed (MISL-WILEY) Paperback – 2016 by Daniel T. Larose , Chantal D. Larose
7. BIG DATA ANALYTICS by Parag Kulkarni , Sarang Joshi , Meta S. Brown

STRATEGIC MANAGEMENT

- Unit 1 : Introduction :** Fundamental concepts, need and importance of Strategy and Strategic Management, Types of Strategies at various management levels, Corporate, Business and Functional levels; Strategic Management Process, Hierarchy of Strategic intent - value of vision, mission, goals and corporate objectives, Strategic Management Model
- Unit 2 :** Strategy Formulation and Analysis: Environmental Appraisal and Organisational Position Analysis, Competitive Advantage and Strategic Advantage Profile, Strategic Choice, External Analysis : Environmental Analysis and Scanning Techniques, Industry Analysis, PEST Analysis, Porter's Five Forces model, the competitive environment; Internal Analysis : Organizational Appraisal and Techniques, Competitive Advantage, Core Competence, Value chain analysis, resource-based view of a firm, evaluation of firm performance, the balanced scorecard and the strategy map.
- Unit 3 : Designing Corporate Level Strategies:** Concentration, Integration and Diversification, Internationalization, Cooperation, Stability, Retrenchment and Restructuring,
- Unit 4 : Designing Business Level Strategies:** Cost Leadership, Differentiation, Focus. Blue-ocean strategy
- Unit 5 : Strategic Analysis and Choice:** Tools and Techniques of Strategic Analysis
- Unit 6 : Strategy Implementation & Strategic Change:** Strategy Implementation, Re-Positioning the Organization, Structural, Behavioral, Functional and operational implementation, Strategic Change.

Suggested Readings :

1. Kazmi, ; Strategic Management and Business Policy; TMH
2. Wheelen, and Hunger : Strategic Management and Business Policy; Pearson Education
3. Churchill and Strickland, Strategic Management
4. Hitt, Hokinson and Manikuttyl , Strategic Management: A South-Asian Perspective Cengage learning
5. Ghemawat, Strategy and the Business Landscape, Pearson Education
6. Thompson, Crafting and Executing Strategy; Pearson Education
7. Pearce, Strategic Management: Formulation, Implementation and Control; Pearson Education
8. Hill and Jones, Strategic Management: An Integrated Approach, Cengage Learning

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BUSINESS ANALYTICS

- Unit 1 : Introduction to Analytics** Meaning, application areas of business analytics, techniques of analytics.
- Unit 2 : Statistics for Business Analytics :** Central tendencies and dispersion, central, limit theorem, sampling distribution, hypothesis testing, simple linear regression, categorical data analysis, analysis of variance (ANOVA), non-parametric tests.
- Unit 3 : Advanced Excel Proficiency:** Describing Numeric Data, Pivot Table Analysis, Linear Regression, Comparing Two Sample Variances, Comparing Two Sample Means, Pair T-Test, One Way ANOVA, Two Way ANOVA, Generating Random Numbers, Rank and Percentile, Histogram Procedure, Exponential Smoothing and Moving Average, Sampling, Covariance and Correlation, Goal Seek and Solver.
- Unit 4 : Understanding R:** Using R Studio, working with data in R, R procedures.
- Unit 5 : Data Mining using Decision Tree:** Introduction to decision trees, model design and data audit, demo of decision tree development, algorithm behind decision tree and other decision tree.
- Unit 6 : Data Mining using clustering:** Discussion and Data mining techniques Understanding cluster analysis using R, clustering as strategy, hierarchical clustering, non-hierarchical clustering –
K means clustering, variants of hierarchical clustering, different distance and linkage functions.
- Unit 7 : Time Series Forecasting:** Time series vs causal models moving averages, exponential smoothing, trend, seasonality, cyclicity, causal modelling using linear regression forecast accuracy.
- Unit 8 : Predictive Modelling –** Logistic Regression, Data import and sanity check, development and validation, important categorical variable selection, important numeric variable selection, indicator variable creation, stepwise regression, dealing with multicollinearity, logistic regression score and probability, KS calculation, coefficient stability check, iterate for final model
- Unit 9 : Data Analysis and Applications:** Credit risk analytics, fraud risk analytics, financial Services marketing analytics.
- Unit 10 : Overview of Big Data and Hadoop:** Big data and Hadoop and concept, application, cloud computing, generators of big-data.

Suggested Readings :

1. Laursen & Thorlund, Business analytics for managers.
2. Balram Krishnan , Business analytics: concepts and theories.
3. R N Prasad and Seema Acharya , Fundamentals of business analytics.
4. Thomas W Miller , Modelling techniques in predictive analytics

5. Lander ,R for everyone: Advanced Analytics and graphics
6. Evans, Business Analytics

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SEMESTER : III

Total Marks : 100

Paper Code: MBR3010T

COMPULSORY PAPER

ENTREPERENEURSHIP DEVELOPMENT AND NEW VENTURE CREATION

- Unit 1 : Entrepreneurship: An Introduction:** Meaning; Tools of Entrepreneurship; Nature and Characteristics; Why Entrepreneurship; Factors affecting Entrepreneurship; Entrepreneurship & Economic Development; Barriers to Entrepreneurship; Future of Entrepreneurship
- Unit 2 : Theories of Entrepreneurship:** Historical Perspectives of Entrepreneurship; Emergence of Entrepreneurship; Theories of Entrepreneurship; Entrepreneurship Globally
- Unit 3 : The Entrepreneur:** Characteristics & Skills of an Entrepreneur; Views of James J. Berne, McClelland, Kilby and Michael Armstrong on Successful Entrepreneur; Components of the Entrepreneurial Process
- Unit 4 : Entrepreneur: Types and Functions:** Different types of Entrepreneurs; Functions of an Entrepreneur; Entrepreneur vs. Entrepreneurship; Owner-Manager vs. Entrepreneur
- Unit 5 : Entrepreneurship and Role of Environment:** Meaning of Environment; Relation between Entrepreneurship & Environment; Entrepreneurial Environment.
- Unit 6 : Entrepreneurship Development Programs:** Meaning of EDP; Need for EDP; Course Content of an effective EDP; Phases of an EDP; Evaluation of an EDP
- Unit 7 : Small Scale Units and New Venture Creation:** Steps in a Start-Up Process; Legal Framework for a starting New Venture; Details of a Business Plan Development for a New Venture Creation
- Unit 8 : Forms of Ownership:** Sole Proprietorship; Partnership; Joint Stock Company; Franchising
- Unit 9 : Financial Management for New Venture Creation:** Financial Planning; Financial Statements; Break-Even Analysis; Ratio Analysis
- Unit 10 : Human Resource Initiatives for a New Venture:** Leading and Motivating; Communication Management
- Unit 11 : Marketing Management for a New Venture:** Pricing Policy; channels of Distribution; Advertising
- Unit 12 : Case Discussion**

Suggested Readings :

1. Entrepreneurship Development by Sudhir Sharma, Balraj Singh & Sandeep Singhal, Wisdom Publication, Delhi, 2005

2. Entrepreneurship by R. V. Badi & N. V. Badi, Vrinda Publications (P) Ltd., 2010
3. Entrepreneurship by Rajeev Roy, Oxford University Press, New Delhi, 2009
4. Entrepreneurship – International Edition by Robert D. Hisrich & Michael P. Peters, McGraw Hill, New York, 2002
5. Entrepreneurship – New Venture Creation by David H. Holt, Prentice Hall of India Pvt. Ltd. New Delhi, 2004
6. Entrepreneurship in Action by Mary Coulter, , Prentice Hall of India Pvt. Ltd. New Delhi, 2003

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Total Marks : 100

Paper Code: MBR3020T

COMPULSORY PAPER

ORGANIZATIONAL DEVELOPMENT AND CHANGE MANAGEMENT

- Unit 1 : Meaning and Historical Overview of Organizational Development (OD):** History of OD; First Generation OD - The Laboratory Training Stem; The Survey Research and Feedback Stem; The Action Research Stem; The Sociotechnical and Socio Clinical Stem; Second Generation OD
- Unit 2 : Values of OD:** Early Statements on OD Values & Assumptions; OCTAPACE Approach to OD initiation
- Unit 3 : Functions of OD:** Models & Theories of Planned Change; Systems Theory; Participation & Empowerment; Teams & Teamwork; Parallel Learning Structures; Elements of Applied Behavioral Science
- Unit 4 : Managing the OD Process:** Diagnosis; Action Component in OD; The Program Management Component
- Unit 5 : Action Research and OD:** Meaning and Process of Action Research; Action Research Model as a Problem Solving Approach
- Unit 6 : Overview of OD Interventions:** Families of OD Interventions; Ways to help Practitioners structure OD activities better; Michael Beer's Guidelines for structuring OD Interventions
- Unit 7 : Team Interventions for OD:** Teams and Work Groups; Formal Group Diagnostic Meeting; Formal Group Team Building Meeting; Process Consultation Interventions; Gestalt Approach to Team Building; Role Analysis Technique (RAT); Responsibility Charting; Force-Field Analysis
- Unit 8 : Intergroup and Third Party Peace-making Interventions for OD:** Blake, Shepard & Mouton's Approach to Intergroup OD Interventions; Walton's Approach to Third Party Interventions; Organization Mirror Interventions;
- Unit 9 : Comprehensive OD Interventions:** Emery & Purse's The Search Conference; Weisbord's Future Research Conference Model; Beckhard's Confrontation Meeting; Strategic Management Activities for OD; Robert Jacob's Real Time Strategic Change; Survey Feedback; Grid OD

Unit 10 : Structural Interventions for OD: Socio Technical Systems (STS) ; Work Redesign; MBO & Appraisal; Quality Circles (QC); Quality of Work Life Projects (QWL); Parallel Learning Structures; Total Quality Management (TQM); Organizational Transformation

Unit 11 : Issues in Client-Consultant Relationships: Meaning, Process and Implications

Unit 12 : Emotional Intelligence and Employee Productivity: Emotional Continuum; Framework of Emotional Competence; Weiss & Cropanzano's Affective Events Theory (AET)

Unit 13 : Case Discussion

Suggested Readings :

1. Organizational Development – Behavioral Science Interventions for Organizational Improvement by Wendell L. French, Cecil H. Bell, Jr. & Veena Vohra, Pearson Education, New Delhi, 2006
2. Organization Development by V. G. Kondalkar, New Age National Publishers, New Delhi, 2009
3. Organization Development – Strategies & Models

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Total Marks : 100

Paper Code: MBR3011T

OPTIONAL PAPER [FINANCE] _____

ADVANCED COST AND MANAGEMENT ACCOUNTING

Unit 1 : Introduction to cost and management accounting: Cost unit, cost centre, concepts of cost, cost sheet. (Definition, Scope, objectives and significance of cost accounting, its relationship with financial accounting and management accounting, Cost Objects, Cost centers and Cost Units, Elements of cost, Classification of costs)

Unit 2 : Costing System: Job, Batch, Contract, Process, Service (a) Job Costing (b) Batch Costing (c) Contract Costing (d) Process Costing – Normal and abnormal losses, equivalent production, Joint and By Products. (e) Operating Costing or Service Costing – Transport, Hotel and Hospital)

Unit 3 : Marginal Costing in decision Making: [Meaning of Marginal Cost and Marginal Costing, Absorption Costing vs. Marginal Costing, Break-even analysis, Margin of safety, Application of Marginal Costing for decision making (simple problems only)]

Unit 4 : Standard Costing and variance analysis: (Concept of standard cost and standard costing (ii) Advantages and limitations (iii) Computation of variances **relating to material and labour costs** only)

Unit 5 : Activity Based Costing: Cost driver, cost pool, differences between traditional and ABC, simple problems

Unit 6 : Budget, Budgeting and Budgetary control: Concepts, Types of Budgets (ii) Budgetary Control Vs Standard Costing (iii) Advantages and limitations (iv) Preparation of Budgets (simple problems only)

Suggested Readings :

1. Management and Cost Accounting, Cengage Learning EMEA 2007, Colin Drury.

2. Advanced Cost and Management Accounting, V.K. Saxena and C.D. Vashisht, Sultan Chand and Sons.
3. Principles and Practices of Cost Accounting, Asish K. Bhattacharya, Wheeler Pub.

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Total Marks : 100

Paper Code: MBR3021T

OPTIONAL PAPER [FINANCE]

BANKING AND INSURANCE

- Unit 1 : Banking Architecture in India, Banking Regulation, Monitoring and Control in India:** Evolution of banks in India, growth of banking in pre and post-independence period, nationalization of banks, diversification of banking activities, banking sector reforms, RBI and its functions.
- Unit 2 : Commercial banks, Types of Accounts and their Legal Aspects, Banker and Customer, KYC Norms, Banking Technology:** Functions of commercial banks, deposits, current account, savings account, fixed deposit and other term deposits, recurring deposits, definition and relationship of a banker and a customer, KYC Norms, Technological platform and evolution of payment system in India, Advanced Technology in Banking (ATM, Internet Banking, Mobile Banking, etc)
- Unit 3 : Retail Banking:** Key aspects of retail banking, deposit mobilization, retail lending (home loans, personal loans, auto loans and credit cards), concepts and fundamentals of private banking, personal finance, Bancassurance, entry of banks into insurance business, financial planning, etc.
- Unit 4 : Corporate Banking:** Key aspects of corporate banking, different types of loans and their nature, different methods of assessment of loan proposals, credit risk, credit rating/credit scoring and different credit bureaus.
- Unit 5 : Financial Statement Analysis and Performance Evaluation of Banks:** Analysis of financial statements of Banks; Evaluation of bank's performance using CAMELS approach, Z-score, Bankometer index, etc
- Unit 6 : Income Recognition, Asset Classification and Provisioning:** Concept of income recognition by banks, different aspects and ways of asset classification and provisioning, RBI guidelines, etc
- Unit 7 : Asset-Liability Management of Banks – Basel I, II, III framework:** Need for Asset-Liability Management in Banks, Comparing and contrasting Basel I and Basel II norms, discussion on the different norms and provisions in Basel-III.
- Unit 8 : Merchant Banking:** Functions of a merchant banker, types of merchant bankers, SEBI guidelines related to merchant banking
- Unit 9 : Introduction to Insurance Business:** Theoretical Overview of Insurance, Concepts, Definition and Nature of insurance, Purpose and Need of Insurance, types of insurance, A brief history of Insurance Business, differences between life insurance and general insurance, etc.

Unit 10 : Fundamental principles of Insurance: Principles of Life Insurance and General Insurance, Insurance Contract, Utmost Good Faith, Insurable Interest, Indemnity, Subrogation, Contribution and the Doctrine of Proximate Cause

Unit 11 : Introduction to Life Insurance: Need and Importance, Life Insurance Products - Basic products - Term Assurance and Pure Endowment plans, Money Back and Whole Life Plans Products for Minors, women and for physically handicapped persons, ULIPs and their special features, Micro insurance policies and Rural policies; Policy Servicing: Nominations and Assignments, Age, Age admission, different kinds of age proofs, age alterations etc., Policy lapse and different kinds of Revivals, Non forfeiture Regulations, Duplicate Policy, Premium, Underwriting and Claim in Life.

Unit 12 Introduction to General Insurance: Fire Insurance: Exclusion, Standard policy coverage, Consequential loss policy, Motor insurance/Vehicle Insurance /Car Insurance, Underwriting and Claims in Fire and Motor insurance

Marine Insurance: History, Definition, Subject Matter of Marine Insurance, Types of Marine Policy, Warranties, Marine losses, Underwriting and Claims

Health Insurance: Introduction, Meaning, Nature and Importance, Medi-claims and Health Insurance, Third Party Administrator, Status of Health Insurance in India. Re-Insurance Business

Unit 13 : Financial Statement Analysis and Performance Evaluation of Insurance Companies: Analysis of financial statements of Life insurance and General insurance companies; Evaluation of an insurance company's performance using CAMELS approach, etc

Unit 14 : Legal Aspects of Insurance : Policy and its Conditions, Ombudsman, Role of IRDA, Insurance under Consumer Protection Act and KYC norms, Features of IRDA- Act 1999 and Insurance Act-1938.

Suggested Readings :

1. Elements of Banking and Insurance, Sethi and Bhatia, PHI.
2. Banking and Insurance: Principles and Practices, Neelam, C. Gulati, Excel Books.
3. Banking and Insurance Management, Keshavanathan, Arise Publishers and Distributors
4. Gupta, P.K., "Insurance and Risk Management", Himalaya Publishing House
5. Kotreshwar G, " Risk Management, Insurance and Derivatives", Himalaya Publishing House
6. Rejda, " Principles of Insurance and Risk Management", Pearson
7. Mishra, M.N., "Principles and Practices of Insurance", S. Chand and C
8. Scott. E. Harrington and Gregory R Nichalus , "Risk Management and Insurance", Tata McGraw Hill
9. Insurance Institute of India, "Life Insurance, IC 33", Mumbai
10. Management of Banking and Financial Services, M.Y. Khan, Pearson
11. Management of Banking and Financial Services (2nd Edition), Padmalatha Suresh & Justin Paul, Pearson
12. Managing Life Insurance by Kutty, PHI Learning

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INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

- Unit 1 : Financial Sector Environment and the Macroeconomics of Finance:** Relationship between the financial sector and the real sector. The decision to save and allocation of savings. Importance of financial literacy. Setting financial goals.
- Unit 2 : Securities Markets, Players and Instruments:** Introduction to various financial assets. The Indian financial system and the different players. The relation between the capital market and the money market and the significance of each market.
- Unit 3 : Risk and Return:** Definition of return and risk. The trade-off between risk and return. The capital market line. The security market line. Significance of Beta and Alpha. The Capital Asset Pricing Model and the significance of required rate of return.
- Unit 4 : Valuation of Equity:** Difference between price and value of a share. The significance of the P/E ratio and P/BVPS. The dividend discount model.
- Unit 5 : Valuation of Debt:** Defining a debt instrument. Coupon rate, rate of interest, hurdle rate, yield to maturity, holding period yield. Duration and convexity.
- Unit 6 : Futures and Options:** Brief description of futures markets and commodity futures, index futures and forex futures. Introduction to options.
- Unit 7 : Mutual Funds:** What is a mutual fund? Why invest in a mutual fund? Various types of mutual funds? Equity, debt, balanced, hybrid, thematic and money market mutual funds. NAV analysis and performance of mutual funds.
- Unit 8 : Portfolio Selection and Measuring Portfolio Performance:** Methods and criteria of portfolio selection. The steps in portfolio formation and rebalancing. Sharpe ratio and Treynor ratio.
- Unit 9 : Fundamental Analysis - Economic, Industry and Company Analysis:** The importance of fundamental analysis. The different ways of looking at various sectors of an economy. The macroeconomics of different sectors. Industry analysis in terms of growth potential. Ratio analysis of companies to understand their fundamentals and performance over time.
- Unit 10 : Technical Analysis:** Fundamental analysis vs. technical analysis. Charts and patterns. Support, resistance, head and shoulders, moving average, momentum. Fibonacci fan, % retracement, regression line etc. MACD, RSI, Stochastics, Mesa Sine Wave, Bollinger band etc.
- Unit 11 : Efficient Market Hypothesis:** The meaning of efficient markets. Weakly efficient markets.
- Unit 12 : Case discussion:** Short Case-study discussions

Suggested Readings :

1. Security Analysis and Portfolio Management, Ranganatham and Madhumati, Pearson.
2. Security Analysis and Portfolio Management, Fischer, Jordan and Pradhan, Pearson.
3. Security Analysis and Portfolio Management, Punithavathy Pandian, Vikas Publishing.

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TAXATION

- Unit 1 : Introduction:** Basic Concepts, Residential Status, Computation of ROR, RBNOR and NR and Incidence of Taxation.
- Unit 2 : Computation of Income from Salary:** Gratuity, Pension, Leave Salary, Allowances, Perquisites etc.
- Unit 3 : Computation of Income from House-property:** Let-out property, Self-occupied, Unrealized rent and Arrear rent
- Unit 4 : PGBP:** Depreciation, Scientific Research and Bad-debt recovery, admissible and inadmissible deductions and other specific provisions
- Unit 5 : Problems on Capital Gains:** Chargeability (Sec 45), Transactions not regarded as transfer (Sec 47), Mode of computation (Sec 48), Cost with reference to certain modes of acquisition (Sec-49), exemptions (Sec 54 to 54F), Other provisions
- Unit 6 :** Income from other sources
- Unit 7 :** Computation of Total Income, Deductions (Sec 80C to 80U), Return of Income, TDS, Tax Liability
- Unit 8 :** Clubbing of income, Set-off and carry forward of losses
- Unit 9 : Overview of Indirect Tax and need of tax planning:** Transition from excise, VAT, Customs to Goods and Services Tax (GST).
- Unit 10 : GST Law:** supply, taxability, valuation of transactions, registration of companies, returns and compliance management.
- Unit 11 : GST:** Valuation principles, Input tax credit and tax management
- Unit 12 :** Impact of GST on specific industrial sectors

Suggested Readings :

1. Indirect Taxes: Law and Practice, V.S. Datey, Taxmann Publications.
2. Direct Taxes: Law and Practice, Singhania and Singhania, Taxmann Publications.
3. Practical Approach to Direct and Indirect Tax, Gupta and Ahuja, Wolters Kluwer publications.

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FINANCIAL INSTITUTIONS AND MARKETS

- Unit 1 : Introduction:** Nature and Role of Financial system, Linkage between financial system and economic growth, overview and functions of financial markets, financial assets and financial services in the globalized financial system.

- Unit 2 : Money Market:** Role of money market in the economy, various instruments and intermediaries of money market and its recent developments.
- Unit 3 : The Capital Market:** Structure of the Indian Capital Market, capital market instruments, functioning of stock exchanges, role of SEBI, stock market indices, regulation of the capital market and functioning of Indian capital market in the globalized system.
- Unit 4 : Financial Services:** Merchant banking, depository services, credit rating, factoring, forfeiting, housing finance, lease financing, securitization, venture capital and relevant SEBI guidelines
- Unit 5 : Mutual Funds:** Background, different types of mutual fund schemes, growth of mutual fund industry in India and SEBI guidelines
- Unit 6 : Foreign Investments:** Types of foreign investments, regulatory framework and recent trends in India.

Suggested Readings :

1. Financial Markets and Institutions, Saunders and Cornett, McGrawHill Publications.
2. Financial Institutions and Markets, L.M.Bhole and Jitendra Mahakud, McGrawHill Publications.

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Total Marks : 100

Paper Code: MBR3061T

OPTIONAL PAPER [FINANCE] _____

FINANCIAL STATEMENT ANALYSIS AND REPORTING

- Unit 1 : Understanding Financial Statements:** Types of financial statements (common size, comparative, trend analysis), Understanding Income Statement, Balance Sheet, Cash Flow Statement, Detailed Components of Annual Reports Overview of Ind AS
- Unit 2 : Ratio Analysis**
- Unit 3 : Cash Flow Analysis**
- Unit 4 : Revenue Recognition:** Understanding Conservative, Aggressive Revenue Recognition Policy and Differentiate with Earnings Manipulations
- Unit 5 : Credit Rating:** Fundamentals of Credit Rating, Methodology of Credit Rating, Credit Rating Agencies, Websites of Rating Agencies CRISIL, ICRA, CARE etc.
- Unit 6 :** Financial Statement Analysis for Lending and Investment Decisions
- Unit 7 : Read Between the Lines of:** Management Discussion & Analysis (MDA), Corporate Governance Report, Auditor's Report etc., Directors' Report

Suggested Readings :

1. Charles, H. Gibson, *Financial Statement Analysis*, Cengage Learnings India, 13th Edition
2. Business Analysis and Valuation Using Financial Statements, Palepu, Healy and Bernard, Cengage Publishing

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INTEGRATED MARKETING COMMUNICATIONS

- Unit 1 : Introduction :** Promotional mix elements; Integrated Marketing Communication approach; relationship of advertising with other and marketing mix elements and promotional mixes; history of advertising; Various forms of Advertising;
- Unit 2 : Advertising Planning:** Planning Process; steps- situation analysis; objective setting; budgeting; developing promotional strategies; implementation and control;
Advertising Objectives: Sales approach versus communication approach; DAGMAR approach; **Advertising Budget:** Budgeting approaches - subjective methods; fixed guideline methods; objective & task method; allocation of budget
- Unit 3 : Understanding the Foundations of advertising Design:**
Communication process: Communication process; Communication models - traditional hierarchical response models; alternate response hierarchies; ELM model; FCB; cognitive response model;
Advertising and Brand Building: Brand value proposition and promoting desired image; corporate brands
- Unit 4 : Designing an advertisement:**
Message Strategies: cognitive; affective; conative; and brand strategies; means-end theory; leverage points;
Creative strategy: message structure; message appeals- rational; emotional; scarce; message source- credibility; attractiveness; power; executional frameworks;
Creative tactics for print and audio-visual media - copywriting; body copy; headlines; layout; visuals; Slogans; logos; signatures; storyboards;
Media Strategy : Media planning process; media mix; coverage; reach frequency; impact; scheduling; different types of media – television; radio; print; outdoor; internet; characteristic features; advantages and limitations; factors influencing choice of media
- Unit 5 : Advertising Industry :** Advertisers; Advertising Agencies; and Support Organizations; types of agencies; structure; role and functions of ad agencies; agency compensation and evaluation;
Advertising and Society: Social – social and cultural issues; Ethical – deceptive; offensive; economical- effect on consumer choice; competition; cost and prices; and Regulatory Aspects of Advertising – ASCI.
- Unit 6 : Sales Promotion:** definition; reasons for rapid growth of Sales Promotion; objectives of Sales Promotion; Types of Sales Promotion; tools and techniques of Consumer and Trade Promotion, role of sales promotion in IMC Programme;
- Unit 7 : Public Relations and Corporate Advertising:** definition; new role of PR; objectives; tools and techniques of Public relations with merits and demerits; Corporate advertising- scope and types; role of PR in IMC Programme;

Unit 8 : Direct Marketing: definition; reasons for growth, objectives of direct marketing; tools and techniques of direct marketing; role of direct marketing in IMC Programme

Unit 9 : Evaluation of Promotional Effectiveness : reasons to measure effectiveness; what; when; where; how to test; Testing methods - pre-testing and post testing techniques to measure effectiveness of advertisements; essentials of effective measures; problems with current methods; measuring effectiveness of other promotions;

Suggested Readings :

1. G.E. Belch & M.A. Belch, : Advertising & Promotion, TMH
2. K.E. Clow & D. Baack, Integrated Advertising, Promotion, and Marketing Communications, Pearson Education
3. Percy, Strategic Advertising Mgmt., OUP
4. J. Jethwaney & S. Jain, Advertising Management, OUP
5. W. Wells, J. Brunett & S. Moriarty, Advertising, Pearson
6. David Ogilvy : Ogilvy on Advertising, Pan Books.
7. S H H Kazmi & S K Batra : Advertising & Sales Promotion, Excel Book.

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Total Marks : 100

Paper Code: MBR3022T

OPTIONAL PAPER [MARKETING] _____

CONSUMER BEHAVIOUR

Unit 1 : Introduction: Meaning; nature and importance of Consumer Behaviour; understanding consumers and market segments; consumer analysis and business strategy

Unit 2 : Consumer as an Individual: Dynamics of Motivation; Needs; Need Arousal; Goals; Murray's List of Psychogenic Needs; Maslow's Hierarchy of Needs; A Trio of Needs; Measurement of Motives;

Unit 3 : Personality and Consumer Behavior: Nature and Theories of Personality; Freudian, Neo-Freudian, Trait Theory of Personality; Consumer Innovators and Innovativeness; Dogmatism; Inner- versus Other-Directedness; Need for Uniqueness; Optimum Stimulation Level; Sensation Seeking; Variety and Novelty Seeking; Need for Cognition; Visualizers versus Verbalizers; Consumer Materialism; Fixated Consumption; Compulsive Consumption; Consumer Ethnocentrism; Personality and Color; Self and Self-Image

Unit 4 : Consumer Perception: Elements of Perception; Sensory Input; Absolute and Differential Threshold; Perceptual Selection, Organization, Interpretation; Perceived Quality; Perceived Risk; Consumer Imagery

Unit 5 : Consumer Learning: Elements of Consumer Learning; Motives, Cues, Responses, Reinforcement; Classical Conditioning; Instrumental Conditioning; Observational Learning; Information Processing; Cognitive Learning; Outcomes and Measures of Consumer Learning

Unit 6 : Consumer Attitude Formation and Change: Tri-Component Attitude Model; Multi-Attribute Attitude Models; Attitude-Toward-Behavior Model; Theory of Reasoned Action; Theory of Trying-to-Consume; Attitude-Toward-the-Ad Model; The Utilitarian Function; The Ego-Defensive Function; The Value-Expressive Function; The Knowledge Function; The Elaboration Likelihood Model; Assigning Causality and Attribution Theory; Self-Perception Attributions; Types of attributions

Unit 7 : Socio- Cultural Settings of Consumers: Family and Its Social Standing; Family Decision-Making and Consumption-Related Roles; Family Life Cycle; Nontraditional Families and Non-Family Households; Reference Groups; Types of Reference Groups and their influence on products and brands; Social Standing and Consumer Behavior; Characteristics of Social Classes; Influence of Culture; Subcultures; Nationality and Ethnicity; Religious Subcultures; Regional Subcultures; Generation; Gender; Cross-Cultural Consumer Behavior

Unit 8 : Consumer Decision-making and Consumer Research : Consumer Decision-Making Model; Decision-Making Input; Decision-Making Process; models of consumer decision-making: traditional; behavioural economics; and contemporary (Howard and Sheth Model; Nicosia Model; Engle and Blackwell Model); input; process and output model; Gifting Behavior; Diffusion and Adoption of Innovations; Types of Innovations; The Adoption Process

Suggested Readings :

1. Leon G. Schiffman & Leslie Lazer Kankuk: Consumer Behaviour (Edition 6th) PHI – New Delhi
2. Loudon & Bitta: Consumer Behaviour, McGraw Hill International, 2000
3. Glenn Walters and Blaise J. Bergiel: Consumer Behaviour, South Western Publishing Company, 1989.
4. S Sengupta, Brand positioning,
5. Chowdhury, Successful Branding, University Press

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Total Marks : 100

Paper Code: MBR3032T

OPTIONAL PAPER [MARKETING]

SALES AND DISTRIBUTION MANAGEMENT

Unit 1 : Introduction: Concept; Objectives and Functions of Sales Management; Evolution of Sales Department; Nature and Scope of Personal Selling and Sales Management; Duties; Responsibilities; Functions of a Sales Manager

Unit 2 : Personal Selling: Types of Selling situations; Buyer-seller dyad; Theories of selling; Steps of Selling process; Salesmanship; Product and customer knowledge; Types of objections; Negotiation; When and How to Negotiate.

Unit 3 : Sales Organization: Setting up Sales organization; Different models of Sales Organization;

Factors determining Sales organization structure; Problems associated with structuring the sales organization; Modifications of Sales Organization.

Unit 4 : Sales Planning : Importance of Sales Planning; Sales objectives; Strategies; Sales Forecasting; Sales Territories; procedure for designing sales territories; assigning territories; Sales Quotas ; importance; procedure; types and method of establishing Quotas; Sales budget;

Unit 5 : Sales Force Management and Sales Control: Sales Force Planning; Recruitment and selection; Training and Development; Placement and Induction; Motivating Sales Force; Leading the Sales Force; Compensation and Promotion Policies. Analysis of Sales Volume; Costs and Profitability; Managing expenses of sales personnel; Evaluating Sales Force Performance.

Unit 6 : Introduction to Distribution Management: Marketing Channel structure; functions and advantages; types of channel intermediaries – wholesalers; distributors; stockiest; sales agents; brokers; franchisers; C&F agents; and retailers.

Unit 7 : Channel Design and Management: channel objectives & constraints; identification; evaluation and selection of channel alternatives; channel management and control – recruiting and selecting channel members; motivating; evaluating channel arrangements , conflict management

Unit 8 : Physical Distribution & Logistics: goals; function; processing; warehousing; inventory & transportation.

Suggested Readings :

1. Cundiff, Still & Govoni : Sales Management – Decision, Strategies & Cases – PHI.
2. Johnson, Kurtz & Scheuing : Sales Management Concept, Practices & Cases – McGraw Hill.
3. Sahadev, Sales & Distribution Management, OUP
4. K.K.Havaladar & V.M.Kavale, Sales and Distribution management, TMH
5. R.L.Spiro, W.J.Stanton & G.A.Rich, Management of Sales Force, Tata-McGraw Hill.
6. Anderson, Hair and Bush, Professional Sales Management, McGraw Hill.

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Total Marks : 100

Paper Code: MBR3042T

OPTIONAL PAPER [MARKETING]

PRODUCT AND BRAND MANAGEMENT

Unit 1 : Introduction to Product management: Introduction; The Product in Economic Theory; Product Differentiation; The Product Life-Cycle Concept; New-Product Development Process; Product roadmap; steps in creating product roadmap; beta programme.

Unit 2 : Product Marketing Strategy and Policy: Selecting a Marketing Strategy; Market Segmentation; Measuring Consumer Difference; Product Launches; Goals; Types of

Launches; Launch Strategy; Elements of a Successful Launch; Planning; Communication; Timing; Effective Marketing Mix; Contents Compelling Messaging; Budget to Achieve Goals; Review Programs

Unit 3 : Product Commercialization: Concept Testing; Product Testing; Test Marketing; Launching New Products; Product Retrial

Unit 4 : Introduction to Brand management: Brand concepts; reasons for branding; Branding challenges and opportunities; applications of branding; Concepts of Brand Personality; Brand Image; Brand identity Model; Brand Equity; Brand Essence, Brand Prism

Unit 5 : Building the brand: Designing marketing programmes; Integrated marketing communications; measuring brand performance; brand positioning; positioning guidelines; defining brand values

Unit 6 : Growing and sustaining the brand: Branding strategies to build brand equity; Brand extensions; Reinforcing and revitalizing brands; repositioning; global branding

Suggested Readings :

1. Managing Brand Equity: David A. Aaker
2. Strategic Brand Management: Kevn Lane Keller
3. Product Policy and Management: Michael J. Baker, Ronald McTavish; Macmillan Press
4. Expert Product Management, Brian Lawley
5. Product Management in India: Ramanuj Majumder
6. Brand Positioning: Strategies for Competitive Advantage: Subroto Sengupta

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Total Marks : 100

Paper Code: MBR3052T

OPTIONAL PAPER [MARKETING]

SERVICE MARKETING

Unit 1 : Service Marketing : Introduction to need and scope of service marketing, reasons for growth of services, contribution to economy, different types of service sectors – traditional and new, trends in service sector, impact of technology on different service sectors, Service Concept : Definition, characteristics of services, tangibility spectrum, evaluation properties- search, experience, and credence properties, marketing mix for services - product, price, place, promotion, physical evidence, people & process..

Unit 2 : Creating the service product : creating service product, customer value hierarchy, flower of service, service product mix, new service development, branding service products, Integrated service marketing communications : Promotional mix elements, challenges of service communication, strategies to promises with delivery, branding and communication,

Unit 3 : Pricing of services : Foundations of pricing, how service prices are different, approaches to pricing, value-definitions based pricing strategies, putting service price into practice. Distributing services : distribution in service context, direct channels, franchising, agents

and brokers, electronic channels, strategies for effective delivery.

Unit 4 : Designing and managing service process : designing service delivery system, service blue printing, quality function deployment, customer as co-producer, Planning the service environment : physical evidence, servicescapes, types and role of servicescapes, customer response to environment, guidelines for servicescape strategies, Managing People : critical importance of service employees, problems and difficulties of boundary-spanning roles, strategies for delivering service quality through people, service leadership and culture

Unit 5 : Consumer behaviour in Service Marketing : Service Experience- moments of truth, customer needs, expectations, perceptions, zone of tolerance, customer satisfaction, understanding the differences among customers, purchase process Service quality and productivity : service quality, Integrated gap model- to identify and correct quality problems, measuring and improving service quality, defining and measuring service productivity, improving productivity

Unit 6 : Applications of service strategies in different service sectors like banking, insurance, hospitality, health care, educational and professional, logistics, entertainment etc.

Suggested Readings :

1. G. Apte, Service Marketing, OUP
2. V.A. Zeithaml & M J Bitner : Service Marketing, Tata McGraw Hill.
3. C. Lovelock, J. Wirtz & J. Chatterjee, Services Marketing, Pearson Education
4. K.R.M. Rao, Services Marketing, Pearson Education
5. C. Gronroos, Services management and marketing, Wiley
6. C. Haksever, B. Render, R. Russel, R. Murdick, Service management and Operations, Pearson Education
7. J A Fitzsimmons & M J Fitzsimmons : Service Management, McGraw Hill.
8. Ravi Shanker, Service Marketing, Excel

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Total Marks : 100

Paper Code: MBR3062T

OPTIONAL PAPER [MARKETING]

BUSINESS TO BUSINESS MARKETING

Unit 1 : Overview : Perspective on the organization buyer; Nature of Industrial Marketing; Industrial Marketing Vs. Consumer Marketing; difference between B2B and B2C offerings. Relational approach to Industrial Marketing- The Nature of Industrial Demand & Industrial Customer ; Types of Industrial Products: Major Equipment; Accessory Equipment; Raw and Processed Materials; Component Parts and Sub- Assemblies; Operating Supplies; Standardized and Non-standardized parts; Industrial services.

Unit 2 : Dimensions of Organizational Buying. Organizational customer - Buying behavior; Environmental & organizational Influences; The Buy Grid Model; Buy phases; Buying

decision making; Processes and procedures Buying Roles; buying center concept; Inter Personal Dynamics of Industrial Buying Behavior; Roles of Buying Centre; Conflict Resolution in Decision Making; Ethics in Purchasing

Unit 3 : Business Marketing Intelligences: Segmenting the organizational Market; Organizational Demand Analysis: demand measurement techniques; Measuring Market Potential and Sales Forecasting. Measuring customer values and creating value for the customer; Value Analysis and measurement

Unit 4 : Channel Management: Main Distribution Channels; Aspects of Contractual Arrangements; Advantages and Disadvantages of the Use of Middlemen; Factors in Channel Choice; Selling to Middlemen; Physical Distribution; Distribution Effectiveness Analysis

Unit 5 : Pricing: The Simple Pricing Models; Pricing Objectives; Industry Pricing Process; Price Monitoring; The Use of Probability in Pricing; Legislation and Pricing; Export Pricing;

Unit 6 : Sales Promotion Influencing the Buyer; Personal Selling; The COMPACT Model; Advertising; Other Forms of Sales Promotion; The Co-ordination of Promotion; **Direct Marketing Strategies; CRM**

Suggested Readings :

1. Hill, Alexander & Scron: Industrial Marketing, All India Traveller Book Seller, New Delhi
2. Fredrick E Webster & Toram Wid: Organizational Buying, NJ Prentice Hall.
3. Robinson, Faris and Wind: Industrial Buying and Marketing, Allyn and Bacon, Boston
4. Industrial Marketing – P K Ghosh
5. Industrial Marketing – Hawaldar
6. Alexander, R.S. Cross, J.S. & Hill, M.: Industrial Marketing, Richard Irwin, Homewood, Illincies.

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Total Marks : 100

Paper Code: MBR3013T

OPTIONAL PAPER [HUMAN RESOURCE]

MANPOWER PLANNING, RECRUITMENT AND SELECTION

Unit 1 : Introduction to Human Resource Planning (HRP): Defining HRP; Responsibilities of the HR department; Objectives of HRP; Macro and Micro HRP..

Unit 2 : Productivity, Technology and HRP: Phase in the HRP Process; Time Scale of HRP; Wastage Analysis; HRP in Practice.

Unit 3 : Job Analysis and Job Evaluation: Job Description; Job Specification; Job Assessment; Work Measurement; Concept of Ergonomics; Ergonomics and Management.

Unit 4 : Recruitment: Recruitment function; Internal and External Recruitment; Phases in a Recruitment Process; Defining Attitude; Attitude Survey.

Unit 5 : Selection: Steps in the Selection Process; Application Banks; Selection Tests; Selection Practices of Global Giants; Selection Interview; Strategic Employment Interviews; Model Appointment Order.

Unit 6 : Placement, Induction and Internal Mobility: Steps in an Induction Process; Transfers – Purposes, Types, Benefits, Problems; Promotions – Purposes and Bases; Demotions; Separations; Induction in Leading Corporations.

Unit 7 : HR Accounting (HRA) and Audit: Concept and Approaches of HRA; Modern Day Implications of HRD Audit.

Unit 8 : Case Study and Practical Implications

Suggested Readings :

1. Human Resource Planning by Dipak K. Bhattacharyya, Excel Books, New Delhi, 2002
2. Human Resource Management by V. S. P. Rao, Excel Books, New Delhi, 2002

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Total Marks : 100

Paper Code: MBR3023T

OPTIONAL PAPER [HUMAN RESOURCE]

LEADERSHIP AND TEAM DYNAMICS

Unit 1 : Personality and Individual Differences: Individual Differences; Models of Personality; Values; Person Perception – Making Judgments about Others; Decision-Making, Individual Variations and Organizational Constraints.

Unit 2 : Motivation – From Concepts to Application: Contemporary Theories of Motivation; Job Characteristics Model (JCM); Job Redesign; Employee Involvement at Work; Rewards for Employee Motivation.

Unit 3 : Leadership and Leader-Behavior: Behavioral and Contingency Theories; Charismatic and Transformational Theories; Mentoring to Lead the Future; Challenges to the Leadership Construct; Leader versus Manager; Leader versus Boss.

Unit 4 : Foundations of Group Behavior: Group Development; Group Cohesiveness; Group Decision Making; Forming International Teams in a Virtual World; In-group Bias and National Boundaries.

Unit 5 : Work Teams: Types of Teams; Creating Effective Teams; Using Global Virtual Teams as an Environmental Choice; Teams and Leader-behavior.

Unit 6 : Leadership and Power Play: Bases of Power; Dependence – The Key to Power; Power Tactics; Sexual Harassment and Unequal Power; Politics – Power in Action.

Unit 7 : Case Study, Review of Literature and Implications

Suggested Readings :

1. Organizational Behavior by Stephen P. Robbins, Timothy A. Judge and Neharika Vohra, Pearson, New Delhi, 2013

2. Organizational Behavior: Emerging Knowledge and Practice for the Real World by Steven L. McShane, Mary Ann Von Glinow, Tata McGraw Hill, New Delhi, 2011
3. Principles of Organizational Behavior by Robin Fincham and Peter Rhodes, Oxford, 2005

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Total Marks : 100

Paper Code: MBR3033T

OPTIONAL PAPER [HUMAN RESOURCE]

INDUSTRIAL RELATIONS

- Unit 1 : Industrial Labor in India:** Growth of Industrial Labor Force; Characteristics of Indian Labor..
- Unit 2 : Trade Unionism: Concept:** Functions; Approaches; Movement in India; Problems of Trade Unions; Trade Union Act, 1926.
- Unit 3 : Dynamism of Industrial Relations (IR):** Industrial Relations – Concept and Perspectives; Evolution of IR; Industrial Conflicts.
- Unit 4 : Grievance Function in IR:** Concept; Effects of Grievance; Grievance Redressal Procedure.
- Unit 5 : Discipline in IR: Meaning:** Aims; Discipline Maintenance System; Causes of Indiscipline; Disciplinary Action.
- Unit 6 : Collective Bargaining and Negotiation:** Concept; Features; Importance; Principles; Coverage of Bargaining; Forms of Bargaining; Negotiation.
- Unit 7 : Settlement Machinery:** Conciliation; Arbitration; Adjudication.
- Unit 8 : Workers' Participation in Management (WPM):** Elements; Objectives; Levels; Forms; Pre-requisites; Practices; Causes of Failure of WPM.
- Unit 9 : Elements of Industrial Relations Legislation:** Industrial Employment Act, 1946; Industrial Disputes Act, 1947; Payment of Bonus Act, 1965; Factories Act, 1948.
- Unit 10 : Cases and Discussion**

Suggested Readings :

1. Dynamics of Industrial Relations by Mamoria, Mamoria & Gankar, Himalaya Publishing House, 2006.
2. Industrial Relations: Concepts and Legal Framework by A. M. Sarma, Himalaya Publishing House, 2007.
3. Industrial Relations: Trade Unions & Labor Legislations by Sinha, Sinha & Shekhar, Pearson, 2013.

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TRAINING AND DEVELOPMENT

- Unit 1 : Introduction to Employee Training and Development Labor in India:** Meaning; Forces Influencing Working and Learning; Snapshots of Training Practices.
- Unit 2 : Strategic Training Interventions:** Evolution; Process; Factors influencing Training; Models of Organizing the Training Department.
- Unit 3 : Training Needs Assessment (TNA):** Concept; Methods; Process; Scope of Needs Assessment.
- Unit 4 : Learning Approaches and Program Design:** Meaning of Learning; Learning Theories; Learning Process; Learning Outcomes.
- Unit 5 : Transfer of Training:** Training Design; Factors influencing Transfer.
- Unit 6 : Training Methods:** Traditional Training Methods; E-LEARNING; Technology based Training.
- Unit 7 : Training Evaluation:** Reasons for Evaluation; Evaluation Process; Evaluation Practices; Evaluation Design.
- Unit 8 : Employee Development:** Meaning; Approaches; Process; Strategies.
- Unit 9 : Special Issues in Training and Development:** Issues based on External Environment and Internal Needs of the Enterprise; Career Management.

Suggested Readings :

1. Employee Training and Development by Raymond A. Noe & A. D. Kodwani, Tata McGraw-Hill, 2012.
2. Enriching Human Capital through Training and Development by P. L. Rao, Excel Books, 2008.
3. Training and Development: HRD Solutions for Excellence by G. Pandu Naik, Excel Books, 2007.

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PERFORMANCE MANAGEMENT SYSTEM

- Unit 1 : Introduction to Performance Management:** Meaning; Concept; Perspectives; Prerequisites; Philosophy; Characteristics; Objectives; Principles; Performance Management Models; Benefits of Performance Management Systems (PMS).
- Unit 2 : Overview of PMS:** Components; Conceptual Framework; Standards of Performance; Model Performance Appraisal Forms.
- Unit 3 : Performance Appraisals and Counseling:** Approaches to Appraisals; Process Design; Concepts, Methods of Appraisal; Common Rating Errors; Pitfalls of Performance Appraisal;

Meaning and Principles of Performance Counseling.

Unit 4 : Performance Planning: Goal Setting; Performance Criteria; Methods of Performance Planning; Barriers; Competency Mapping.

Unit 5 : Performance Monitoring: Meaning; Characteristics; Performance Monitoring Plan (PMP); Performance Monitoring Process; Performance Improvement Model.

Unit 6 : Measuring and Rating Performance: Understanding Measurement; Integrated PMS; Balanced Scorecard Approach to Performance Measurement; Assessment Centers.

Unit 7 : Rewards for Employee Performance: Contingency Pay; Performance-related Pay (PRP); Competency-related Pay (CRP); Team-based Pay (TBP); Rewards other than Pay; Total Reward Strategy; Reward Principles.

Unit 8 : Ethics in Performance Management: Implications, Objectives and Significance of Ethics; Ethical Performance Management; Ethical Dilemmas; Code of Ethics in Performance Management; Context of MNCs.

Unit 9 : Cases and Discussion

Suggested Readings :

1. Performance Management by A. S. Kohli & T. Deb, Oxford University Press, 2008.
2. Essentials of Performance Management by Anjali Ghanekar, Everest Publishing House, 2010.

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Total Marks : 100

Paper Code: MBR3063T

OPTIONAL PAPER [HUMAN RESOURCE]_____

COMPENSATION AND BENEFITS MANAGEMENT

Unit 1 : Job Analysis and Job Evaluation: Meaning and Process; Information management for Job Analysis; Methods of Job Evaluation.

Unit 2 : Wage Concepts and Theories: Minimum Wage; Fair Wage; Living Wage; Money Wage; Real Wage; Wage Theories.

Unit 3 : Wage and Salary Administration: Approaches for Pay Determination; Pay Problems in Business; Need for a Formal Program; Management's Approach to Pay Problems.

Unit 4 : Wage Incentives: Classification of Incentives; Individual and Group Incentives; Principles for Installing Incentive Schemes; Recommendations of National Commission of Labor; Wage Incentive Systems; Improving Productivity; Linking Wages and Productivity.

Unit 5 : Wage Differentials: Meaning; Factors leading to Differentials in Wages; Types of Wage Differentials;

Unit 6 : Salary Structure: Components; Standard of Living & Dearness Allowance; General Allowances; Fringe Benefits.

Unit 7 : Wage Policy and Wage Fixation: Need for Wage Policy; Objectives of Wage Policy; National Wage Policy; Institutional Framework – Collective Bargaining, Statutory Wage Fixation,

Wage Boards, Pay Commissions; Adjudication.

Unit 8 : Employee Compensation: Compensation Administration; Pay Survey; Executive Compensation Management.

Unit 9 : Wage Legislation: Payment of Wages Act, 1936; Minimum Wages Act, 1948; Payment of Bonus Act, 1965; Equal Remuneration Act, 1976.

Suggested Readings :

1. Understanding Wage System by A. M. Sarma, Himalaya Publishing House, 2005.
2. Compensation by Milkovich & Newman, Tata McGraw-Hill, 2005.

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SEMESTER : IV

Total Marks : 100

Paper Code: MBR4010T

COMPULSORY PAPER

ENVIRONMENT AND BUSINESS SUSTAINABILITY

Unit 1 : Sustainability and Sustainable Development: Meaning and Concepts

Unit 2 : The Triple Bottom Line: Concept, Three Ps – People, Planet and Profit, Importance, Principles, Pillars of Sustainability, Environmental Awareness, Sustainability Framework of TBL

Unit 3 : Corporate Social Responsibility (CSR): Meaning, Purpose, Relevance, Strategies, Types, Characteristics, Objectives, Evolution, Ethics, Criteria

Unit 4 : CSR & UNIDO (United Nations Industrial Development Organization): UNIDO's approach to CSR, REAP (Responsible Entrepreneur's Achievement Program), UNIDO CSR assistance, CSR Projects, Creating shared property, advancing economic competitiveness, upgrading businesses and industrial infrastructure, investing in technology and innovation, supporting small and medium industry clusters, setting up export consortia, Quality and compliance infrastructure, Competitive trade capacities

Unit 5 : UNIDO – Select Country Experiences: Croatia, India, Pakistan, Sri Lanka, Thailand, China

Unit 6 : Sustainable Development and UNCTAD (United Nations Conference on Trade and Development): The TED initiative – Trade, Environment and Development

Unit 7 : Green Strategies in Business Operations: Elements in Marketing and Human Resource Management, Vision 2030

Unit 8 : Business Process and Social Sustainability - Industry Cases: ITC Ltd., Google Inc., Sony Group, Nissan Motor India Pvt. Ltd., Lenovo Group Ltd., Vodafone, HDFC Bank, Bank of America, Marriott Hotels India Pvt. Ltd.

Reference :

1. Annual CSR Reports and select online sources to handed from time to time

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FINANCIAL DERIVATIVES AND RISK MANAGEMENT

- Unit 1 :** Introduction- Forward contracts, Futures contracts, Options and other derivatives. [2 sessions]
- Unit 2 :** Forward and Futures – markets; use of futures for hedging; Risk Management Using Futures and Forwards; pricing- Cost of Carry Model; interest rate futures. [10 sessions]
- Unit 3 :** Options – Markets; Payoffs; Risk Neutral Valuation; Binomial Option Pricing Model; Black Scholes Option Pricing Model; Put Call Parity; Uses of Options; Option Strategies [12 sessions]
- Unit 4 :** Management of market risk – Stop loss; Delta hedging; Theta; Gamma; Vega; Rho; Scenario Analysis; Portfolio insurance, VaR [8 sessions]
- Unit 5 :** Other derivatives- Swaps, Warrants, Convertibles [4 sessions]
- Unit 6 :** Risk Management in Financial Institutions – Overview of BASEL – II, Market Risk, Credit Risk and Operational risk elements) [4 sessions]

Suggested Readings :

1. Chance: Derivatives & Risk Management, Thomson Learning
2. Dufobsky & Miller: Derivatives Valuation and Risk Management, OUP
3. Hull: Options, Futures and Other Derivatives, Pearson Education/PHI
4. Kumar: Financial Derivatives, PHI
5. Stulz: Risk Management & Derivatives, Thomson Learning

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STRATEGIC FINANCIAL MANAGEMENT

- Unit 1 :** Introduction: Concepts and Importance of Strategic Financial Management, Strategic Financial Decision-making, Financial Policy and Strategic Management [2 sessions]
- Unit 2 :** Investment Decisions: Complex capital budgeting decisions, Capital Rationing, Risk Analysis in capital budgeting, Certainty Equivalent coefficient, Inflation impact on capital budgeting decisions, Economic value added, and Market value added [10 sessions]
- Unit 3 :** Cost of Capital and Dividend decisions: Significance, Weighted Average cost of capital, Weighted Marginal cost of capital, Divisional and Project cost of capital, Dividend decisions – Modigliani and Miller Dividend Irrelevance Theory [8 sessions]
- Unit 4 :** Financing Decisions: Theories of Capital Structure – Modigliani and Miller Approach, Effect of Bankruptcy costs, Agency Costs and other imperfections, Donaldson’s Pecking order theory, Signalling or Asymmetric information theory, Leverage – Operating, Financial and Combined [8 sessions]

Unit 5 : Working Capital Management Decisions: Operating Cycle and its relevance, Receivables Management, Inventory Management, Cash Management – Baumol’s model, Miller Orr model and Beranek model [12 sessions]

Suggested Readings :

1. Van Horne, J.C., Financial Management & Policy, Pearson
2. Brearley & Myers: Principles of Corporate Finance, McGraw Hill
3. Chandra, P., Strategic Financial Management, Tata McGraw Hill
4. Sofat, R. and Hiro, P., Strategic Financial Management, PHI

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Total Marks : 100

Paper Code: MBR4031T

OPTIONAL PAPER [FINANCE] _____

PROJECT APPRAISAL AND FINANCE

Unit 1 : Project Planning: Overview of Project: Capital Investment- objective, Importance and types, facets of project analysis, key issues in major investment decision, Strategic planning and capital budgeting, Generation and Screening of Project Idea. [3 sessions]

Unit 2 : Project cash flows: Elements of cash flow stream, principles of cash flow estimation, FCFE & FCFE valuation, cash flow for a replacement project, biases in cash flow estimation. Case study [3 sessions]

Unit 3 : Project Risk Analysis: Sources, Measures and perspectives on Risk, Certainty equivalent and Risk Adjusted Discount Rate, Sensitivity, Scenario, BEP, Simulation, Decision Tree Analysis, Project selection under risk. Problems [12 sessions]

Unit 4 : Project Financing Decisions: Financing of Project: Equity / Ordinary Shares – Issue Procedures, Term Loans, Debentures / Bonds, methods of offering, Venture capital Financing, Project Financing structure, case study - Financing Infrastructure Projects - Venture Capital and Private Equity. [6 sessions]

Unit 5 : Project Implementation: Project Management: organization, planning and control, Network Development and Scheduling the Project: Determination of Critical path, PERT and CPM Model, Network Cost System, Practical Problems [10 sessions]

Unit 6 : Project Review and Social Cost Benefit: Post Audit, Abandonment Analysis and Agency Problems - Rational of SCBA, Saving and Income distribution impact analysis. [6 sessions]

Suggested Readings :

1. Prasanna Chandra, “Projects”, Tata McGraw Hill
2. Bhavesh Patel, “Project Management – Financial Evaluation with strategic planning, Networking and Control”, Vikas publishing
3. Samuel J. Mantel, Jack R. Meredith, Scott M. Shaffer, Margaret M. Sutton, & R. Gopalan, “Project Management”, Wiley India Publication

4. Timothy, D.R. and W.R. Sewell, "Project Appraisal and Review", Macmillan, India
5. Gary, Larsen & Desai, "Project Management", Tata McGraw Hill

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Total Marks : 100

Paper Code: MBR4041T

OPTIONAL PAPER [FINANCE] _____

CORPORATE RESTRUCTURING AND VALUATION

- Unit 1 :** Introduction: Corporate Restructuring: Concept and Form: Merger, Consolidation, Acquisition, Divestiture, Demerger, Carve out, Joint venture, Delisting of Securities, M&A as a Growth Strategy, Takeover and Defence Tactics, Funding of Acquisition, LBO and MBO. [5 sessions]
- Unit 2 :** Growth strategy and Merger & Acquisition: Growth strategy: Intensive, integrative and Diversification growth, Theory of M&A: Monopoly theory, Efficiency Theory, Valuation theory, Raider Theory and Empire Building Theory, Case study. [6 sessions]
- Unit 3 :** Takeover and Defence Tactics: Friendly Vs Hostile Takeover, Takeover Tactics: Dawn Raid, Bear hug, Saturday night special, proxy fight, Successful Takeover Tactics in India - Defence Tactics: Crown jewels, blank cheque, Shark repellents, Poison pill and put, people pill, Green nail and buy-back as takeover defence tactic - Intents of Target Companies. [6 sessions]
- Unit 4 :** Legal aspect: Companies Act, 1956. SEBI (Buy -back of Securities) Regulation, 1998, SEBI (Substantial Acquisition of Shares and Takeover) Regulation, 1997, SEBI (Delisting of Securities) Guidelines, 2003 and Listing agreement clauses of NSE and BSE (40 A and 40 B) [6 sessions]
- Unit 5 :** Accounting and Taxation aspect: Methods of Accounting for M&A, Accounting for Demerger, Tax issues relating to M&A: Capital Gain, Carry forward and Set off Losses, Numerical Problems [9 sessions]
- Unit 6 :** Funding and Valuation: Payment Consideration, Sources of Fund, LBO and Going Private. Valuation of Target Company: Concept of Value of a Company, Methods of Enterprise and Equity Valuation, Dividend Discount Model, DCF Model, Shareholder's Value Creation: MVA Approach and EVA Approach. [8 sessions]

Suggested Readings :

1. Nishikant Jha, "Mergers, Acquisitions and Corporate Restructuring", Himalaya Publishing House
2. Sudi Sudarshan, "Creating Value from Mergers and Acquisitions - The Challenges", Pearson
3. Damodaran, A., Investment Valuation: Tools & Techniques for determining the value of any asset, Wiley
4. Palepu, Healy, Bernard, "Business Analysis & Valuation", Cengage Learning
5. Arzac, E.R., Valuation for Mergers, Buyouts and Restructuring, Wiley

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INTERNATIONAL FINANCE

- Unit 1 :** International Dimensions of Financial Management: - The Emergence of the MNC, Nature of the MNC, Objectives of the Firm & Risk Management, Domestic Financial Management & International Financial Management. [2 sessions]
- Unit 2 :** International Monetary System: - History of International Monetary System, Present Day Currency Regimes, Regime Choices for Emerging markets, Birth of EMU and EURO[4 sessions]
- Unit 3 :** Balance of Payments (BOP): - Principles of BOP Accounting, Components of BOP, Significance of 'Deficit' & 'Surplus' in BOP, India's BOP and Economic Performance, Capital Mobility and Capital Account Convertibility. [4 sessions]
- Unit 4 :** The Foreign Exchange Market, Exchange Rate Determination, and Currency Derivatives: - The Foreign Exchange Market – Functions, Participants and Transactions – Exchange Rates and Quotations – Indian foreign Exchange Market, Foreign Currency Derivatives – Currency Options, Futures, Forwards, Swaps – Foreign Currency Derivatives in India, International Parity Conditions – Purchasing Power Parity- Interest rate Parity, Foreign Exchange Rate Determination. [8 sessions]
- Unit 5 :** Foreign Exchange Exposure & Risk Management: - Two dimensions of Foreign Exchange Risk (viz. Exposure & Unanticipated change in Foreign Exchange Rates), Types of exposure, Measuring and Managing Economic Exposure, Transactions Exposure & Translation Exposure: (a) internal hedging strategies. (b) External or market based Hedging strategies. [10 sessions]
- Unit 6 :** International Financial Market: - International Banking & Money Market- International banking Services – Capital Adequacy Standards-International Money Markets, International Equity Sources - Global Equity Markets- Methods of Sourcing - Cross-listing in Secondary Markets- New Equity Issues, International Debt Sources- Debt Management and Funding Goals - International Debt Instruments- International Bank Loans – Euro notes- International Bond Market. [4 sessions]
- Unit 7 :** Financial Management of MNCs:- Foreign Direct Investment and Cross- Border Acquisitions; International Capital structure and the cost of Capital- An Overview- Impacts of Internationalization on the Cost of Capital- Improving Market Liquidity- Overcoming Market Segmentation- Causes of Segmentation- International Diversification and the cost of capital- International Cost of Capital Models- The Theory of Optimal Financial Structure- Impact of Internationalization on Optimal Financial Structure - Financial Structure of Foreign Affiliates. [5 sessions]
- Unit 8 :** Multinational Capital Budgeting: - Capital Budgeting: An overview- Capital Budgeting for Foreign Projects - Two Methods-Foreign Complexities- Parent vs project valuations; Multinational Cash Management- The Management of Multinational Cash Balances- Cash Management Systems in Practice- Transfer Pricing & Related Issues- Blocked Funds. [3 sessions]

Suggested Readings :

1. Apte, PG: International Financial Management, Tata McGraw Hill.

2. Eiteman, Stonehill & Pandey: Multinational Business Finance, Pearson Education
3. Eun & Resnick: International Financial management, Tata McGraw-Hill Jeff Madura: International Corporate
4. Finance, Cengage Learning
5. O' Brien: International Finance, OUP
6. Butler: Multinational Business Finance, Thomson Learning
7. Hull: Options, Futures and Other Derivatives, Pearson Education

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Total Marks : 100

Paper Code: MBR4061T

OPTIONAL PAPER [FINANCE] _____

BEHAVIOURAL FINANCE

- Unit 1 :** Introduction to Behavioural Finance: - Concept, Need and factor affecting investors' psychology, [5 sessions]
- Unit 2 :** Are Capital Markets Perfect? : - (Ir) relevance of Efficient Market Theory-Imperfect Substitutes-On the Survival of Noise Traders-Informational Imperfections [8 sessions]
- Unit 3 :** Behavioural Dynamics of Markets: - Beliefs about Markets-Biases of Judgment-Errors of Preference-Valuation and Group Behavioural Biases - The Psychology of market Information [6 sessions]
- Unit 4 :** Utility/ Preference Functions: - Expected Utility Theory [EUT], Brief History of Rational Thought: Pascal-Fermat to Friedman-Savage, Paradoxes (Allais and Others), Prospect Theory. [7 sessions]
- Unit 5 :** Behavioural Investing: - Style Investing - Zen Investing - Belief Bias and the Zen Investing- Value Investing-Socially Responsible Investing, Investment Decision Cycle: Judgment under Uncertainty. [8 sessions]
- Unit 6 :** Information Screening Biases, Information Processing: - Bayesian Decision Making, Heuristics and cognitive biases, Forecasting Biases, Emotion and Neuroscience, Group Behaviour: Conformism, herding, fatal attractions [6 sessions]

Suggested Readings :

1. J. Montier, "Behavioral Finance: Insights into Irrational Minds and markets", John Wiley
2. L. Tvede , "The Psychology of Finance: Understanding Behavioral Dynamics of Markets ", John Wiley
3. M.M. Sulphrey, 'Behavioural Finance', PHI

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OPTIONAL PAPER [MARKETING]

MARKETING ANALYTICS

- Unit 1 : Introduction to Marketing Analytics :** Marketing Decision making process, Analytics in Marketing, Rising relevance of marketing analytics [2]
- Unit 2 : Planning the Data and Analytics :** Processing of Data, Data Input Format, Coding, Variables and Variable Labels, Value Labels, Missing Data, Types of Analysis, Various types of Charts [4]
- Unit 3 : Marketing Segmentation Analytics :** Understanding Segments, Category based Segmentation, Demographic and Psychographic Segments and their Targeting Strategies, Targeting with more than Two Segments, Non-Parametric Chi Square Test, One Sample T-Tests, Cross tab Chi-Square, Independent Samples T-Test, ANOVA, Cluster Analysis, Collaborative Filtering, Using Classification Trees for Segmentation [6]
- Unit 4 : Product Management Analytics :** Trial, Repeat Volume, Penetration, Volume Projections, Growth—Percentage, Growth—CAGR, Cannibalization Rate, Fair Share Draw Rate, Brand Equity Metrics, Conjoint Utilities and Consumer Preferences [6]
- Unit 5 : Pricing Analytics :** Estimating Linear and Power Demand Curves, Pricing Using Subjectively Estimated Demand Curves, Price Bundling, Nonlinear Pricing, Demand Curves and Willingness to Pay, Profit Maximizing with Nonlinear Pricing Strategies, Price Skimming and Sales, Dropping Prices Over Time, Reasons of Sales Promotion' [6]
- Unit 6 : Consumer and Analytics :** Customer Value, Calculating Lifetime Customer Value, DIRECTV, Customer Value, Estimating the Chance a Customer Is Still Active, Customers Want, Conjoint Analysis, Products, Attributes, and Levels, Full Profile Conjoint Analysis, Logistic Regression, Logistic Regression Model, Maximum Likelihood Estimate of Logistic Regression Model,[6]
- Unit 7 : Retail Analytics :** Market Basket Analysis and Lift , Computing Lift for Two Products, Computing Three-Way Lifts, Using Lift to Optimize Store Layout, RFM Analysis, Allocating Retail Space and Sales Resources [4]
- Unit 8 : Advertising and Web Media Analytics :** Measuring the Effectiveness of Advertising, The Adstock Model, Optimizing Advertising: Pulsing versus Continuous Spending, Media Selection Models, A Linear Media Allocation Model, A Monte Carlo Media Allocation Simulation, Pay per Click (PPC) Online Advertising, Profitability Model for PPC Advertising, Google AdWords Auction [6]

Suggested Readings :

1. Marketing Analytics: Strategic Models and Metrics by Stephan Sorger, Admiral Press.
2. Marketing Analytics: Data-Driven Techniques with Microsoft Excel by Wayne L. Winston, Wiley
3. Marketing Metrics - Manager's Guide to Measuring Marketing Performance by Neil
4. T Bendle, Paul Farris, Philip E Pfeifer, David J Reibstein, Pearson Education

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CUSTOMER RELATIONSHIP MANAGEMENT

- Unit 1 : Customer Relationship Management :** Introduction, Meaning and Definition of CRM, Importance of CRM, Concept and Growth of Relationship Marketing, Scope of Relationship Marketing, concept of Lifetime Customer and Customer Loyalty, Benefits and difficulties of CRM
- Unit 2 : CRM Process and Implementation :** Introduction, Customer Development Process, customer Retention, Customer satisfaction, Importance of customer retention, Customer Retention Strategies, Customer Life Time Value, types of Relationship Management, CRM process for B2B markets: Enterprise Resource Planning (ERP), - Supply Chain Management (SCM), - Supplier Relationship Management (SRM), - Partner relationship Management (PRM).
- Unit 3 : Technological Support in CRM :** Introduction, technological Applications in CRM, types of Technological Applications in CRM, Customer Databases and Information Systems, Database Marketing Strategies, CRM Software Solutions for B2C and B2B Markets, Accounting Systems for Customer Acquisition and Retention Costs, Customer Loyalty and Profitability through Technology
- Unit 4 : e-CRM – Emerging Trend in CRM :** Introduction, Importance of e-CRM in Service Marketing, Challenges involved in formulating and implementing e-CRM strategies, e-CRM architecture and its components, Five engines of e-CRM, Evolution of e-customer and e-marketing, e-CRM for personalized services
- Unit 5 : Analytical CRM :** Managing and sharing customer data - Customer information databases - Ethics and legalities of data use - Data Warehousing and Data Mining concepts - Data analysis - Market Basket Analysis (MBA), Click stream Analysis, Personalization and Collaborative Filtering.

Suggested Readings :

1. Alok Kumar Rai, CUSTOMER RELATIONSHIP MANAGEMENT CONCEPT & CASES, Prentice Hall of India Private Limited, New Delhi. 2011.
2. S. Shanmugasundaram, CUSTOMER RELATIONSHIP MANAGEMENT, Prentice Hall of India Private Limited, New Delhi, 2008.
3. Kaushik Mukherjee, CUSTOMER RELATIONSHIP MANAGEMENT, Prentice Hall of India Private Limited, New Delhi, 2008
4. Jagdish Seth, et al, CUSTOMER RELATIONSHIP MANAGEMENT
5. V. Kumar & Werner J., CUSTOMER RELATIONSHIP MANAGEMENT, Willey India, 2008

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OPTIONAL PAPER [MARKETING]

RETAIL MANAGEMENT

Sr. No.	Content	Activity*	Learning Outcomes
1	An Introduction to Retailing: Factors Influencing Retailing, Basic Retail Models, Modern Retail format & Retailing in rural India	Lecture	To Understand basics of Retailing
2	Strategic Planning in Retailing: Setting up Retail organization, Site analysis, Store Design / Layout, Cost & inventory control, Designing an information system for retail, Store based Strategy Mix, Store branding and Promotions	Lecture	Understanding the Key elements in Retail planning process
3	Retail Formats : Types, E-tailing, Ownership structures	Lecture / Projects	Understanding Different Retail formats
4	Retail Supply Chain : Issues in managing supply chains Networks, Demand Forecasting, sourcing & vendor selection, Overall Inventory Management	Lecture / Cases	Analysing the issues in supply chain w.r.t retail
5	Store Operations : Store Atmosphere, In-store service, Visual Merchandising, Store-wise inventory Management	Lecture / Site Visit	Understanding the customer experience and engagement
6	Identifying and Understanding Consumers : Trade area analysis- Huff Model, Radial studies, Gravity Models, & Drive-time analysis.	Lecture / Cases	Understanding market Segmentation applying to take decisions
7	Pricing in Retailing : Types of Pricing, Decoy Pricing, Bundle Pricing, EDLP, High-low Pricing, Loss leader pricing, Dynamic Pricing	Case Study Discussion	Understanding Pricing strategy
8	Web-based Retailing : Technological Aspects, Economics of platforms challenges in managing platforms	Cases	Evaluating th Webbased retailing
9	Retail HRM : Identifying Manpower requirements, Recruitments, Selection & training	Lecture	Analysing the strategies

Activity : Teaching-Learning process may combine the use of role plays, audio-visual films/aids, and management exercises with individual student, and or in team considering appropriate cases or case-lets in the field of business domain wherever applicable.

Suggested Readings :

1. Marketing Your Retail Store in the Internet Age - Bob Negen, Susan Negen Wiley
2. Retail Management Strategic approach, Berman- , Prentice Hall

3. Retailing An introduction 5e, Cox, Prentice Hall
4. Retail Management – Chetan Bajaj; Rajnish Tuli; Nidhi Varma – Oxford
5. Fundamentals Of Retailing - K. V. S. Madaan -Tata McGraw-Hill Education
6. Retail Management: A Strategic Approach, - Berman - Pearson Education India
7. Retailing Management - Swapna Pradhan - Tata McGraw-Hill Education

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Total Marks : 100

Paper Code: MBR4042T

OPTIONAL PAPER [MARKETING]

DIGITAL AND SOCIAL MEDIA MARKETING

- Unit 1 : Introduction to Digital marketing :** Definition, Significance, Evolution of internet, role of the Internet in transforming marketing, Building a consensual marketing relationship with customers, Buy and sell side ecommerce, Business or Consumer Model, generic digital marketing strategy development process, difference between digital and traditional marketing communications [2]
- Unit 2 : The Digital Marketing Environment :** Different elements of the digital environment that impact on an organisation's digital marketing strategy , Competitor, customer and intermediary assessment, Impact of the Internet on the five competitive forces, Evaluation of changes in trading patterns, business models enabled by e-commerce, Micro Environment, Macro Environment, Value chain partners, New Channel Structure [6]
- Unit 3 : Planning Digital Marketing Campaigns :** 'Personal' joins the marketing 'Ps', The effect on 'price', 'product' and 'place', Creating brand consistent digital promotions; Building digital marketing models; Secure personal information across digital networks; [6]
- Unit 4 : Digital Marketing strategy Development :** Digital Marketing strategy; Channel marketing strategy; Scope of digital marketing strategy; An integrated Internet marketing strategy; Need of separate digital marketing plan; A generic strategic approach; Situation review; Internal audit or analysis; External audits or analysis; Strategic goal setting; Frameworks for objective setting; Strategy formulation; Strategy implementation [8]
- Unit 5 : Digital Marketing Mix :** Introduction; Product; The long tail concept; The Internet and branding; The importance of brand online; Price; Increased price transparency; Downward pressure on price; New pricing approaches (including auctions); Alternative pricing structure or policies; Place; Place of purchase; New channel structures; Channel conflicts; Virtual organisations; Promotion; People, process and physical evidence [4]
- Unit 6 : Digital CRM :** Benefits of relationship marketing; Differentiating customers by value; Key concepts of electronic customer relationship management (e-CRM); Benefits of e-CRM; Marketing applications of CRM; Customer lifecycle management; Permission marketing; Personalisation and mass customisation; Online and multi-channel service quality; Approaches to implementing e-CRM; The IDIC approach to relationship building; Techniques for managing customer activity and value; Lifetime value modelling; Loyalty

schemes; Virtual communities [6]

Unit 7 : Online Promotion Techniques : Search engine marketing; Search engine optimisation (SEO); Pay-per-click (PPC) search marketing; Trusted feed; Online PR; Online PR activities; Online partnerships; Affiliate marketing; Online sponsorship; Interactive advertising; Fundamentals of online advertising; Purpose of interactive advertising; Measurement of interactive ad effectiveness; Interactive ad targeting options; Interactive ad formats; Making banner advertising work; Buying advertising; E-mail marketing; Viral marketing; On-site promotional techniques [6]

Unit 8 : Maintaining and monitoring the online presence : Introduction; Performance management for Internet marketing; The maintenance process [2]

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Total Marks : 100

Paper Code: MBR4052T

OPTIONAL PAPER [MARKETING]

RURAL MARKETING

Unit 1 : Rural Markets : Characteristics and salient features of rural markets; and evolution of rural markets and marketing in India, SEC classification, background of Indian hinterland- latest statistics, facts and figures, growth rate- rural: urban in various segments.

Unit 2 : Products for Rural Markets : Product planning; market research; segmentation and product identification; and forecasting, parameters and variables affecting rural markets; initiatives adopted by companies for rural penetration.

Unit 3 : Pricing and Marketing Communication : Pricing strategies and policies for the rural markets; price determination; price discounts; marketing communication for rural markets; and special characteristics of rural advertising and promotion.

Unit 4 : Selling and Distribution : Sales management for rural markets; special features of sales planning and programming for rural markets; marketing channels and distribution strategies; and logistics and support systems for rural markets.

Unit 5 : Special Aspects of Rural Marketing : Agricultural marketing; cooperative marketing, marketing of animal products; Distribution - Logistics Management - Problems encountered - selection of appropriate channels - New approaches to reach out rural markets – Electronic choupal applications.

Suggested Readings :

1. Pradeep Kashyap & Siddhartha Raut: Rural Marketing, Dreamtech Press ,2005
2. Barkar, J.W.: Agricultural Marketing, Oxford University Press, New York.
3. Jha, S.M. & Singh, L.P.: Marketing Management in Indian Perspective, Himalaya, Bombay.
4. Rajagopal: Rural Marketing in India, Renaissance, Delhi.
5. Balaram Dogra & Karminder Ghuman, RURAL MARKETING: CONCEPT & CASES, Tata McGraw-Hill Publishing Company, New Delhi, 2008.

6. A.K. Singh & S. Pandey, RURAL MARKETING: INDIAN PERSPECTIVE, New Age International Publuisers, 2007.
7. CSG Krishnamacharylu & Laitha Ramakrishna, - RURAL MARKETING, Pearson Education Asia. 2009.

Reference books :

1. Navi Radjou, Jaideep Prabhu and Simone Ahuja: **Jugaad Innovation: A Frugal & Flexible Approach to Innovation for the 21st Century**, Wiley Publication, 2012.
2. Prahlad,CK: **The Fortune at the Bottom of the Pyramid-Eradicating poverty through profits**, Prentice Hall India, 2004
3. Rajan, RV: **Don't Flirt with Rural Marketing**, Productivity & Quality Publishing Private Limited Publisher, 2013
4. Bijapurkar R: **We Are Like That Only: Understanding the Logic of Consumer India**, Penguin India,2008
5. Srinivas MN : **The Remembered Village**, Sage India,2013
6. Sainath, P: **Everybody loves a good drought**, Penguin India, 1996
7. Yunus M: **Banker to the Poor: Micro-Lending and the Battle Against World Poverty**, PublicAffairs Publisher; 2008

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Total Marks : 100

Paper Code: MBR4062T

OPTIONAL PAPER [MARKETING]_____

INTERNATIONAL MARKETING

- Unit 1 : Introduction :** Definition and scope, bases of international trade-Competitive or differential advantage, Management Orientations, MNCs and TNCs, Benefits of international marketing. methods of entry, major international economic institutions and trading blocks, WTO, GATT and sectoral impacts.
- Unit 2 : Product and Pricing Decisions :** Foreign market identification; product decisions; International Product Planning, Product Adoption and Standardization, International Market Segmentation, price and non-price factors; pricing decisions and methods, Dumping and Price Distortion, Counter Trade.
- Unit 3 : International Promotion, Distribution and Logistics Planning :** International promotion; cross-cultural dimensions of advertising; distributional channels; Direct and Indirect Channels, factors Involved in Distribution Systems, Modes of Transportation, International Packaging institutional infrastructure for exports.
- Unit 4 : Export Policy and Procedures :** EXIM policy and export assistance, export-import procedure and formalities; export finance, Export documentation; import documents; negotiation of documents; outline of import procedures.
- Unit 5 : International Financial Institutions :** Introduction, IMF, World Bank – IBRD, International Finance Corporation, Organisation for Economic Cooperation and Development (OECD).

Suggested Readings :

1. Terpstra & Sarathi: International Marketing, Hardcourt Asia, 8th Edition.
2. Caterora & Graham: International Marketing, Pearson Education, 2000.
3. Keegan, Warren J.: Global Marketing Management, Pearson Education, 2007.
4. Nabhi Jain: How to Start Import, Jain Book Depot, 2007.

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Total Marks : 100

Paper Code: MBR4013T

OPTIONAL PAPER [HUMAN RESOURCE]

LABOUR LAWS

- Unit 1 :** Introduction to the Historical Dimensions of Labour & Employee Legislation in India - Labour Protection & Welfare - Social Security & Social Justice - System of Economic Governance Principles of Labour Legislation - Labour and the Constitution- Labour Laws in IT Industry.
- Unit 2 :** International Labour Organization and its role Tripartite approach to industrial relation- Employee unions, Employer unions and Labour department of the government- Organised and Unorganised Labour- Quality of Life of Workers - Governance of Enterprises - Views on the Role of Labour Legislation - Gender Dimensions of Labour Laws- Application of Labour Laws in Special Economic Zones- Issues, Challenges and strategies.
- Unit 3 :** Labour Administration-Directorate of Labour Bureau: Labour statistics, Office of Director General of Employment and Training: Apprentice training, Labour Research and Training, Administration of Welfare Funds, Reforms in Labour Administration.
- Unit 4 :** Laws Relating to Service conditions Factories Act 1948, Shops and Commercial Establishment Act 1961, Contract Labour (Regulation & Abolition) Act 1970, Apprentice Act 1961.
- Unit 5 :** Background & Laws Relating to Social Security Benefits Need for social insurance and social safety, Right to information Act, Environmental protection and reporting (ISO 14000) Workmen Compensation Act 1923, Workmen's Compensation Amendment Act 2000, Employees State Insurance Act 1948, Equal Remuneration Act 1976, Maternity Benefit Act 1965, Employees Provident Fund and Miscellaneous Provisions Act 1952, Payment of Gratuity Act 1972, Unorganized Workers Social Security Act 2008.
- Unit 6 :** Welfare of Special Categories of Labour- Child Labour (The Child Labour Prevention and Regulation Act, 1986) - Female Labour - Contract Labour - Construction Labour - Agricultural Labour - Differently abled Labour -BPO & KPO Labour - Social Assistance - Social Security - Implications.
- Unit 7 :** Prevention of Sexual harassment at workplace-Meaning and significance, Supreme Court verdict, Employer responsibility to create harassment free work place, Training employees for good behaviour, Modifying service rules to include sexual harassment as misconduct. Punishing the perpetrator and protecting the victim.

Suggested Readings :

1. P.L. Malik, INDUSTRIAL LAW, Eastern Book Company, New Delhi, 2011
2. N. D. Kapoor ± Hand book of Industrial laws ± Sultan Chand
3. H. K. Saha Roy ± Industrial & Labour Laws
4. C.S. Venkata Ratnam, GLOBALIZATION AND LABOUR-MANAGEMENT
5. RELATIONS DYNAMICS OF CHANGE, Response Books,2001

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Total Marks : 100

Paper Code: MBR4023T

OPTIONAL PAPER [HUMAN RESOURCE]

STRATEGIC HUMAN RESOURCE MANAGEMENT

- Unit 1 : The Concept of Strategy:** Strategy defined, Key concepts, Fundamentals of Strategy, Strategic Management and HRM.
- Unit 2 : The Concept of Strategic HRM:** Meaning of SHRM' Aims of SHRM, Models of SHRM, SHRM and HR Strategies, Strategic Fit.
- Unit 3 : The Process of Strategic HRM:** Resource-based HR Strategy, Approaches to the development of HR Strategies.
- Unit 4 : Formulation and Implementation of SHRM:** Models for developing HR Strategies, Implementing HR Strategies, Content of HR Strategies, Achieving Integration.
- Unit 5 : The Strategic Role of HR Function:** Strategic Contribution of HRM for Organizational Success, HR Specialists as Strategic Partners, HR as Business Partner, HR Competencies, Strategic Role of HR Director.
- Unit 6 : Implication of SHRM in Enterprises:** Strategic HRM for Organizational Development, Strategic HRM for Organization Culture Management, Strategic HRM for developing Employee Relationships.
- Unit 7 : Functional Strategies in SHRM:** Employee Resourcing Strategy, Strategies for Managing Performance, Strategic HRD, Reward Strategy.
- Unit 8 :** Case Studies and Application.

Suggested Readings :

1. M. Armstrong: Handbook of Strategic Human Resource Management; Crest Publishing House, 2003 (first edition)
2. Mrinalini Pandey: Strategic Human Resource Development; Vrinda Publications, 2009 (First Edition)
3. Shaun Tyson ed.: Strategic Prospects for HRM; Jaico Books,2003 (Second Edition)
4. Tanuja Agarwala: Strategic Human Resource Management; Oxford University Press, 2007 (First Edition)

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HUMAN RESOURCE ANALYTICS

- Unit 1 : Management Concepts and CBIS:** Introduction to Computer Based Information Systems; HRIS Life Cycle; Pre implementation stage of HRIS: HRIS Planning; HRIS Cost-benefit Analysis; Getting Management Support for HRIS; Limitations of Computerisation of HRIS; Implementation of HRIS: Tools in HRIS Development.
- Unit 2 : HRIS at present:** Human Resources Information Systems in large and small organizations; Emerging Trends in HRIS: Networking, Internet, Intranet & Technology Implications.
- Unit 3 : Workforce Analytics:** definition, evolution, function of Workforce analytics, Use of HR metrics to measure results in HR - Process vs Outcome; Challenges in measuring human capital, HR Business Framework, Concept of Balanced Score Card.
- Unit 4 : Importance of HR Analytics:** Role and Responsibilities of HR Analytics, Framework of contemporary HR Analytics,- Predictive tools and Applications in solving problems using HR analytics. HR analytics linkage & measuring impact on business outcomes.
- Unit 5 : Recruitment Metrics:** Fill-up ratio, Time to hire, Cost per hire, Early turnover, Termination during probation, Channel efficiency mix in terms of Direct hires, Employee referral hires, Agency hires & Lateral hires, Offer reject and renege, Fulfilment ratio, Quality of hire, Recruitment to HR cost.
- Unit 6 : Talent & Diversity Metrics:** Retention index, Voluntary and involuntary turnover, Turnover by department, grades, performance, and service tenure, Internal hired index. People Deployment Metrics: Employees per manager, Employee service profiling, Workforce age profiling, Workforce service profiling, Churn index, Separation clearance time; Diversity Metrics: Workforce diversity index, Gender mix, Differently abled index, Implementation challenges.
- Unit 7 : Learning & Development Metrics:** Training need identification, Make or Buy Model, Training effectiveness evaluation, Percentage of employee trained, Internally and externally trained, Training hours and cost per employee, ROI calculation.
- Unit 8 : Internal Mobility Metrics:** Career Progression Indices - Promotion index, Rotation index, Career path index, Level wise succession readiness index.
- Unit 9 : HR Cost Metrics:** Revenue per employee, Operating cost per employee, PBT per employee, HR cost per employee, HR to operating cost, Compensation to HR cost, HR budget variance, HR ROI.
- Unit 10 : Strategy Formulation:** Business Intelligence in HR; Redefining HR Policies and Practices, understanding future of work and workplace, HR Predictive Analytics: Use of HR analytics in workforce planning: talent acquisition, talent development, talent compensation, talent engagement and retention.

Suggested Readings :

1. Winning on HR analytics: Leveraging data for competitive advantage, Ramesh Soundararajan and Kuldeep Singh, Sage Publication

2. HR Analytics: Understanding Theories and Applications , Dipak Kumar Bhattacharyya
3. The Practical Guide to HR Analytics: Using Data to Inform, Transform, and Empower HR Decisions Paperback, Shonna D. Waters , Valerie N. Streets , Lindsay Mcfarlane , Rachael Johnson-murray
4. Human Capital Analytics: How to Harness the Potential of Your Organization's Greatest Asset, Boyce Byerly, Gene Pease, and Jac Fitz-enz
5. Doing HR Analytics: A Practitioner's Handbook with R Examples, Lyndon, Mr. Sundmar, Createspace Independent Pub
6. The Power of People: Learn How Successful Organizations Use Workforce Analytics to Improve Business Performance, Guenole Nigel, Ferrar Jonathan, Feinzig Sheri, Pearson Publication

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Total Marks : 100

Paper Code: MBR4043T

OPTIONAL PAPER [HUMAN RESOURCE]

INTERNATIONAL HUMAN RESOURCE MANAGEMENT AND DIVERSITY MANAGEMENT

- Unit 1 : International Business and HRM:** Concept of IHRM, Difference between IHRM and Domestic HRM, Strategic Role of International HR Department, Issues in IHRM.
- Unit 2 : Recruitment and Selection by Multinationals:** Human Resource Planning and Information System, Recruitment and Selection of Expatriates, Attracting International Managers, Success Factors of Expatriates, Adaptability to Culture Change, Human Resource Outsourcing.
- Unit 3 : Performance Management in International Organizations:** Performance Management of Expatriates, Performance Feedback, Cultural Implications of the Feedback Process.
- Unit 4 : International Compensation Management:** Factors influencing Compensation Programmes, Constitution of Total Compensation Package, Paying Expatriates, Cultural Impact and Compensation Policy.
- Unit 5 : Repatriation of Expatriates:** Developing a Framework for Global HR Managers, Talent Management, Knowledge Management, Meaning of Repatriation, The Repatriation Process, Predictors of Repatriation Maladjustment.
- Unit 6 : Cross Cultural Theories and Implications in International Business:** Hofstede's Culture and Workplace, Integrating Cultural Dimensions, Kluckhohn-Strodthbeck Approach, Hall's Theory of Culture, Lorange's Cross Cultural Research approach, Values in Cross Cultures.
- Unit 7 : Diversity Management in International Business:** Concept of Diversity, Approaches to Managing Diversity, Process of Managing Diversity, Corporate Practices.
- Unit 8 : Conducting Cross Cultural Negotiations:** Meaning, Parameters of Negotiation, Planning for Negotiation, Guidelines for Successful Negotiation, Cultural Influence on International Negotiations, Negotiating in Different Cultural Zones of the World.
- Unit 9 : Managing International Projects and Teams - An HRM Approach:** Challenges in

Managing International Projects, Elements of a Dynamic International Team, International Team Leadership, Evaluation of Cultural Patterns in International Joint Ventures.

Unit 10 : Case Studies and Discussion

Suggested Readings :

1. S. C. Gupta: International Human Resource Management - Texts and Cases; Macmillan Publishers, 2008 (Reprint Second Edition)
2. K. Aswathappa and Sadhna Dash: International Human Resource Management - Texts and Cases; Tata McGrwa-Hill Education, 2013 (Second Edition)
3. Monir H. Tayeb: : International Human Resource Management – A Multinational Company Perspective; Oxford University Press, 2005 (First Edition)

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Total Marks : 100

Paper Code: MBR4053T

OPTIONAL PAPER [HUMAN RESOURCE]_____

HUMAN RESOURCE ACCOUNTING & AUDIT

- Unit 1 : Meaning & Definition of HRA** – Importance - Development of the Concept – History of Score Card - HRA for Managers & HR Professionals - Investment in Human Resources – Quality of Work Force and Organizations’ Performance - Efficient use of Human Resources – Modern Market Investment Theory ; Advantages and disadvantages of HRA.
- Unit 2 : Human Resource Planning** – Human Capital Investment – Expenditure Vs Productivity – Training – Human Capital & Productivity - Human Resource Accounting – Measurement of Human Value – Objectives of Human Resources Accounting – Approaches to Human Resource Accounting; Human Resource Valuation Models.
- Unit 3 : Investment Approach** – Investment in Human Resources - HR Value – Concepts, Methods & Mechanisms - Recruiting and Training Costs – Depreciation –Rates of Return – Organization Behavior Vs Turnover – Non Value Adds in the Management of Human Resources, Measures and Prevention - Organization Climate Approach – Improvement Determination of Changes in Human Resource Variables – Increased Costs, Cost Reduction and Future Performance.
- Unit 4 : HR Accounting** – Design, Preparation & Implementation - Responsibility Accounting and Management Control - Structure and Process - Design of HR Accounting Process & Procedures for each of the HR Sub-system including Recruitment, induction, Performance Appraisal and Training - Classification of Costs in HR Accounting – Behavioral Aspects of Management Control – Social Control.
- Unit 5 : HR Audit** - Audit & Accounting, Scope of Audit, Approaches (Comparative, Compliance, Statistical, MBO approach), Audit Process, Methodology (interview, workshop, questionnaires, Observations, Analysis or records), Challenges in HR Audit, Use of Audit Findings & Action Plan, Benefits of HR Audit.

Unit 6 : Balanced Scorecard - Need for a Scorecard, Building a Balanced Scorecard, Balance Scorecard ± Strategic Initiative.

Suggested Readings :

1. Eric G. Flamholtz' Springer: Human Resource Accounting: Advances in Concepts, Methods and Applications
2. Jac Fitz-enz, et. Al: How to Measure Human Resource Management, Mc Graw Hill
3. Rakesh Chandra Katiyar: Accounting for Human Resource, UK Publishing House
4. M. Saeed, D. K. Kulshreshtha: Human Resource Accounting, Anmol Publications
5. D. Prabakara Rao: Human Resource Accounting; Inter India Publications

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Total Marks : 100

Paper Code: MBR4063T

OPTIONAL PAPER [HUMAN RESOURCE]_____

CARRIER PLANNING AND TALENT MANAGEMENT

Unit 1 : Talent Management: An Overview: Concept & Meaning; War for Talent; Process of Talent Management; Employer Brand Image.

Unit 2 : Capacity Building & Performance Management: Identifying skills; Capability & Capacity Planning; Cost-Benefit Analysis of Talent Inventory; Building High-Performance Work Systems.

Unit 3 : Reward Strategy: Developing Core Competencies; Career Planning; Linking Competencies to Performance and Pay; Succession Planning.

Unit 4 : Motivation & Leadership: Intrinsic Rewards; Managing Demotivated Employees; Leaders of Tomorrow.

Unit 5 : Communication Strategy: Communication Techniques; Communication & Productivity; Role of Technology in Talent Management.

Unit 6 : Employee Engagement: Creating Engaged Employees; Job Redesigning; Developing Potentials; Building a Climate of Trust; Coach for Success; Preventing Employee Burnout.

Unit 7 : Globalisation & Diversity Management: Emerging trends; Entrepreneurial Leaders; Diversity & Inclusion.

Suggested Readings :

1. The Talent Management Handbook: Creating Organizational Excellence by Identifying, Developing and Promoting Your Best People by Lance Berger and Dorothy Berger, McGraw-Hill.
2. *Reinventing Talent Management: How to Maximize Performance in the New Marketplace*, by William A. Schiemann. John Wiley & Sons.

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