



# **Scheme of Instruction & Syllabi of MBA**

**With Specializations in**

**Marketing Management**

**Financial Management**

**Human Resource Management**

**Tourism Management**

**Retail Management**

**Information Systems Management**

**Production and Operations Management**

**Business Analytics**

**Pharma Management**

**Media Management**

**JIS UNIVERSITY**

81, Nilgunj Road, Agarpara  
Kolkata -700109

# COURSE OUTLINE

## First Semester

First Semester

Sr No.	COURSE CODE	SUBJECT	PERIODS			CREDIT
			L	T	P	
<b>CORE</b>						
1	MBA 101	Management Principles and Practices	3	0	0	3
2	MBA 102	Mathematics and Statistics for Managers	3	0	0	3
3	MBA 103	Cost & Financial Accounting for Managers	3	0	0	3
4	MBA 104	IT and E-Business Fundamentals	3	0	0	3
5	MBA 105	Business Environment	3	0	0	3
6	MBA 106	Organization Behavior and Processes	3	0	0	3
7	MBA 107	Business Communication	3	0	0	3
8	MBA 108	Managerial Economics	3	0	0	3
<b>PRACTICAL</b>						
9		BASE (Business Aptitude and Skill Enhancement)	0	0	3	2
10		IT	0	0	1	1
11		Presentation	0	0	1	1
12		SKILLX	0	0	2	1
13		Language Lab for Business Communication	0	0	2	1
<b>TOTAL CREDITS</b>						<b>30</b>

## **MBA 101: MANAGEMENT PRINCIPLES AND PRACTICES**

### Course Objective

The objective of this course is to help the students gain understanding of the functions and responsibilities of the manager, provide them tools and techniques to be used in the performance of the managerial job, and enable them to analyze and understand the environment of the organization.

### Course contents

#### Module 1: Concept of Management

Functions and Responsibilities of Managers, Fayol's Principles of Management, Management Thought - The Classical School, the Human Relations School, Systems Theory, Contingency Management, Developing Excellent Managers. Cross cultural issues in management.

#### Module 2: Planning

Nature and Purpose of Planning, The Planning Process, Principles of Planning, Types of Planning, Advantages and Limitations of Planning.

#### Module 3: Concept and Nature of Objectives:

Types of Objectives, Importance of Objectives, Setting Objectives, Management by Objectives (MBO), Benefits and Weaknesses of MBO.

#### Module 4: Strategies and Policies:

Concept of Corporate Strategy, Formulation of Strategy, Types of Strategies. The Strategic Planning Process, The TOWS Matrix, The Portfolio Matrix, Three Generic Competitive Strategies by Porter, Effective Implementation of Strategies, Types of Policies, Principles of Formulation of Policies, Decision Making Process, Individual Decision Making Models.

#### Module 5: Organizing

Nature and Purpose of Organizing, Bases of Departmentation, Span of Management, Determinants of Span of Management, Line and Staff Relationship, Line-Staff Conflict, Bases of Delegation, Kinds of Delegation and Decentralization, Methods of Decentralization.

#### Module 6: Controlling:

Concept and Process of Control, Control Techniques, Human Aspects of Control, Control as a Feedback System, Feed Forward Control, Preventive Control, Profit and Loss Control, Control Through Return on Investment, The Use of Computer for Controlling and Decision Making, The Challenges Created by IT as a Control Tool.

### **Text Readings**

1. Stephen P. Robbins, David A. Decenzo, Sanghmitra Bhattacharya, 7 Madhushree Nanda Agarwal, Fundamentals of Management, Pearson Education, 2009
2. Kreitner, Management Theory and Applications, Cengage Learning, India, 2009
3. Robbins, Management, 9th edition Pearson Education, 2008,
- 4 Griffin, Management Principles and Applications, Cengage Learning, India First Edition
5. Harold Koontz, O'Donnell and Heinz Wehrich, Essentials of Management. New Delhi, Tata McGraw Hill, 2006
6. Stoner, Management, PHI Learning, 2008
7. Richard L. Daft, Principles Of Management, Cengage Learning, India, 2009

### **Suggested Readings**

1. Anil Bhat & Arya Kumar Principles Processes and Practices 1st Edition 2008 Oxford Higher Education
2. Satyaraju & Parthsarthy, Management Text and Cases, PHI Learning, 2009
3. J.S. Chandan, Management Theory and Practice, 1st edi, Reprint 2007 Vikas Publishing House.
4. Kanishka Bedi, Management and Entrepreneurship, 1st Edition 2009 Oxford Higher Education

## **MBA 102: MATHEMATICS AND STATISTICS FOR MANAGERS**

### Course Objective

The objectives of the course are to equip the students with the mathematical and statistical techniques and their application to business problems. The emphasis will be on the concepts and application rather than derivations.

### Course Contents

#### **PART I – BUSINESS MATHEMATICS**

Mathematical Preliminaries- Numbers, Sequences and Series, Progressions (Arithmetic, Geometric and Harmonic), Set, Sub- sets and functions. (Students should be familiar with the concepts but there will be no questions from preliminaries in the examination).

1. Sets and Functions: Venn diagram and its applications, Operations on sets, Cartesian product of sets, applications. Functions - Algebraic functions (polynomial - linear, quadratic and rational), transcendental functions (exponential, log and trigonometric functions with identities). Examples of Business Applications.

2. Limits and Continuity of Functions: Introduction, Limit of a variable and a function, Implications of Limit of Functions, Continuity of a function of one variable.

3. Differentiation concepts: Derivatives of a function, derivatives of sum, difference, product and quotient, applications of differentiation in economic and managerial problems like marginal analysis, elasticity, Maxima and Minima- Concept and uses.

4. Integration Concepts: Elementary integration, Integration by parts, Simple definite integrals, economic application, consumer surplus and producer surplus.

5. Discounting, Compounding, and Annuity.

6. Vectors, Matrices and Determinants with Business application: Vectors, Operations on Vectors, Matrices Types of matrices, operations on matrices, adjoint of matrix, inverse of a matrix, elementary row operations. Solution of simultaneous linear equations using matrices/ determinants, input/output analysis.

#### **PART II – BUSINESS STATISTICS**

Statistical Preliminaries- measures of Central Tendency- Mean, Median, Mode, Measures of dispersion mean deviation and standard deviation. (Students should be familiar with the concepts but there will be no questions from preliminaries in the examination).

1. Introduction to Statistics: Meaning and Definition of Statistics, Scope and Limitations of Statistics, Role of Statistics in Management Decisions,

2. Probability Theory and Probability Distributions: Concepts, additive, multiplicative, conditional probability rules, Baye's Theorem, Binomial, Poisson and Normal distributions- their characteristics and applications

3. Correlation & Regression: Correlation (Karl Pearson's and Spearman's Coefficients), Methods of computing simple correlation and regression Line of Regression, Curve Fitting- Least Square Method)

4. Time Series: Time Series and its Components, Analysis, Models of Time Series, Methods of Studying Components of Time Series: Measurement of trend (moving average and least squares method), Measurement of seasonal variations (moving average method) Measurement of cyclic variations (residual method).

5. Statistical Decision Theory: Decision making process, Decisions under Uncertainty and Decisions under Risk.

### **Text Reading**

1 J.K. Sharma, "Mathematics for Management and Computer Applications", New Delhi, Galgotia Publication,

2 R. K. Ghosh and S. Saha, "Business Mathematics and Statistics", Calcutta, New Central Book Agency

3 S. Saha, "Business Mathematics and Quantitative Techniques", Calcutta, Central Book Agency,

4 Anderson, Statistics for Business & Economics, 9th edition, Cengage Learning, India

5 David Levine, T. Krenbil, P.K. Viswanathan, Business Statistics, Pearson Education, 2008.

6 S.P. Gupta, "Statistical Methods", New Delhi, Sultan Chand and Sons, 2007

7 S.C. Gupta, Business Statistics, Himalaya Pub House, 2008

8 T.N. Srivastava, Statistics for Management, TMH, 2008

### **Suggested Readings (Latest Edition books)**

1. J. N. Kapur and H. C. Saxena. "Mathematical Statistics", New Delhi, Sultan Chand and Company Ltd.,

2. R. Jayprakash Reddy and Y. Mallikaryanna Reddy, "A Text book of Business Mathematics", New Delhi, Ashish Publishing House

3. K. B. Dutta, "Matrix and Linear Algebra", New Delhi, PHI Learning

4. D. C. Sancheti and V. K. Kapoor, "Statistics: Theory, Methods and Applications", New Delhi: Sultan Chand and Sons.,

5. D.N. Elhance, Veena Elhance and B. M. Aggrawal, "Fundamentals of Statistics", Allahabad: Kitab Mahal

## **MBA 103: COST & FINANCIAL ACCOUNTING FOR MANAGERS**

### Course Objective

The objective of this course is to acquaint the students with the basic concept of Financial, Cost, and Management Accounting and further to develop understanding of Accounting for Managers for Decision Making.

### Course Content

#### Part I: Financial Accounting

1. Basic Accounting Concepts and Fundamental Conventions.
2. Concept of Double Entry System, Basic knowledge of Accounting Process: Journal, Ledger, Trial Balance, Closing Entries, Opening Entries, Subsidiary Books and Rectification of Errors.
3. Preparation of Final Accounts with Adjustments: Manufacturing, Trading and Profit and Loss Account and Balance Sheet.
4. Depreciation and its importance in Decision Making, Straight Line Method and Written Down Value Method.
5. Bank Reconciliation.

#### Part II: Cost Accounting

1. Need for Cost Information, Cost Objective, Elements of Cost and Classification of Costs.
2. Concept, Elements and Managerial Uses of Unit Cost, Batch Cost, Job Order Costs, Contract Cost, Process Cost, Joint Product Cost and By-Product Cost.
3. Cost Control and Cost Reduction, Target Costing and Activity Based Costing.

#### Part III: Management Accounting

1. Basic Management Accounting Concepts, Relationship with Financial Accounting and Cost Accounting.
2. Break Even Analysis, Contribution Analysis and Segment Contribution and their use in Profit Planning.
3. Standard Costing and Variance Analysis – Material Variance, Labour Variance, Overhead Variance, Sales Volume Variance, Margin Variance and Profit Variance, Use of these Variances.
4. Managerial Decision Making through Accounting Information.

### **Text Readings**

1. P.C. Tulsian, Financial Accounting, Pearson, 2008
2. S.N. Maheshwari, Introduction to Accountancy, New Delhi, Vikas Publishing House, 10<sup>th</sup> Edition, 2009
3. Hansen, Management Accounting, 7th edition Cengage Learning, India
4. N. Ramchandran and Ramkumar Kakani, Financial Accounting for Management, New Delhi, Tata-Mac Graw-Hill, 2nd Edition, 2008.
5. Paresh Shah, Basic Financial Accounting for Management, New Delhi, Oxford University Press, 2008.
6. Anthony Robert N., Hawkins David F., Merchant Kenneth N., Accounting Text and Cases, Tata McGraw Hill Publication, New Delhi, 12th Edition, 2007.
7. O.S. Gupta and Pankaj Kothari, Accounting for Managers, New Delhi, Frank Bros. & Co., Reprint, 2007.
8. Banerjee, Financial Accounting, PHI, 2009.
9. M.N. Arora, Cost Accounting: Principle & Practices, 10th edition, Vikas Publishing House, 2007

### **Suggested Readings**

1. Paresh Shah, Management Accounting, 1st edition, Oxford University Press, 2008.
2. John Wild, Financial Accounting Information for Decisions, New Delhi, Tata-Mac Graw-Hill, 2008
3. James Jiambalvo, Managerial Accounting, Wiley India, 2nd Edition, 2007.
4. S.N. Maheshwari and S. K. Maheshwari, A Text Book of Accounting for Management, New Delhi, Vikas Publishing House, 10th Edition, 2009
5. Louderback, Managerial Accounting 10th edition, Cengage Learning, India
6. S.K. Bhattacharyya, Accounting for Managers, Reprint 2009, Vikas Publishing House Pvt. Ltd.



## **MBA 104: IT AND E-BUSINESS FUNDAMENTALS**

### Course Objective

The objective of this course is to help students to understand the basics of Information Technology and e-Business Fundamentals. The subject course is to help students to understand the management aspect of E-commerce Technological Environment

### Course Content

#### 1. Introduction to Computer:

Computer Basics, Hardware v/s Software Classifications,

Internet: Concepts & Services, Hardware and software requirements, type of Internet connections.

#### Number System:

Introduction to number system, binary, decimal, hexadecimal and their inter-conversions and their uses in computer system.

#### 2. Application Software (MS-Office XP 2003)

MS Word: word basics, formatting text and documents, introduction to mail merge & macros.

MS Excel: Excel basics, rearranging worksheets, working with graphics, using worksheet as databases, automating "what-if" projects.

MS PowerPoint: PowerPoint basics, creating presentation MS Access: Database creation, screen/form design, report generation using wizard

#### 3. E-Business:

Fundamentals, E-Business framework, E-Business application, Technology Infrastructure for E-Business.

4. Mobile and Wireless computing fundamentals: Mobile computing, framework, wireless technology and switching method, mobile information access device, mobile computing application.

5. E-Business Models: Elements of Business models, B2B, B2C models

6. Payment Systems: Type of E-payment, digital token-based e-payment, smart card, credit card payment systems, risk on e-payment, designing e-payment

7. Security Environment: Security Threats, Technology Solutions, Client-server security, data and message security, document security, firewalls. Ethical Social and Political issues in ecommerce.

8. Inter-organization Business: EDI application in business, EDI: legal, security, standardization and EDI, EDI software implementation, VANs (value added net work) Internet based EDI

9. Future of Electronic-Business: Virtual Factory, Strategies for Electronic Business, Making

Money on net, Web portals and vortals concepts. Introduction Search Engine Optimization

### **Text Readings**

1. Ravi Kalakotta & Whinston B., "Frontiers of E-Commerce", Pearson Education, Reprint 2009 New Delhi
2. R. Kalakotta & M. Robinson, "E-Business: Roadmap for Success", Pearson Education Reprint 2009, New Delhi.
3. lauden and Traver. Ecommerce: Business Technology Society, 4TH Edition 2009 Pearson Education, New Delhi
- 3 Schneider ,E-Commerce Strategy technology and implementation, 1st, edition, 2008, Cengage Learning, India
- 5 Elias M. Awad, Electronic Commerce, PHI Learning. 2009
- 6 Rayudu C. S. e-Business, 2007, Himalaya Publishing House.

### **Suggested Readings**

- 1 Daniel Amor, "The E-Business (R) Evolution", PHI Learning, New Delhi,
- 2 Hanson, E-Commerce & Web Marketing, Cengage Learning, India, 1st edition, 2009
- 3 Kamlesh K. Bajaj & Debjani Nag, "E-Commerce", Tata McGraw Hills, New Delhi,
- 4 Joseph, E-commerce, Indian Perspective, PHI, 3RD Edition, 2009
- 5 Chaffey, E-Business & E-Commerce Management, 3rd edition, Pearson Edu, 2008
- 6 Murthy C. S. V., e-Commerce, 2007, Himalaya Publishing House.
- 7 Parag Kulkarni & P.K.. Chande, IT Strategy for Business, 1st edition Oxford University Press 2008

## **MBA 105: BUSINESS ENVIRONMENT**

### Course Objective

To familiarize the students with the business environment prevailing in India and in the world to help them understand its implications to business

### Course Contents

#### 1. Business Environment

Components and Significance of Business Environment, Factors effecting environment of Business, Economic factors and its Components, Cultural factors and its impact on business, Social Environment and its impact on Purchasing and Consumption, Political Stability, Sovereignty and its impact on the returns of Business, Technological and its impact on internationalizing the business activities, Legal environment and External Factors Influencing Business Environment, Dimensions of International Business Environment, Challenges.

#### 2. Economic Planning & Development

Indian Economic Systems-Economic planning with special reference to last three plans, public, private joint and cooperative sectors – Industrial Policy of the Government Latest Industrial Policy, Foreign Trade Policy, Fiscal Policy and Tax System in India, Monetary Policy and Banks Reforms in India, Challenges of Indian Economy, Rural Development Efforts, India as one of the most prominently emerging economies of world

#### 3. India and the world

Liberalization and Privatization in India, Impact of Globalization in India, India's Export and Imports, Private and Public Sector in India, Foreign Direct Investment in India, Multi national enterprises in India, Impact of WTO n Indian Business, NGO sector in India.

#### 4. International Trade

Balance of Payments, Concepts, Disequilibrium in BOP: Methods of Correction, Trade Barriers and Trade Strategy, Free Trade vs. Protection, World Financial Environment: Foreign Exchange Market Mechanism, Exchange Rate Determination, and Dollar / Euro Currency.

#### 5. Strategies For Going Global

International Economic Integration, Country Evaluation and Selection, Foreign Market Entry Method, International Business Theories, International Trading Blocks, Liberalization: Tariff & Non –tariff barriers; World Trade Organization; Recent Trends and main Drivers of international Trade, Foreign Direct Investment,

6. Nature of International Business, Multinational Corporations , International Business Theories, Liberalization: Tariff & Non –tariff barriers; World Trade Organization; Recent Trends and main Drivers of international Trade, Foreign Direct Investment,

7. Political and Legal Environment, Cultural Environment, Managing Across Cultures, Negotiating Across Cultures, Economic. Technological Environment, International Strategic

Management, International Organization Structure, International Strategic Alliances, Integration Between Countries,

**Text Readings:**

1. Mark Hirschey, Economics for Managers, Cengage, 2006
2. Palwar, Economic Environment of Business, PHI, New Delhi, 2009
3. K.Ashwathapa, A.Trehan, Global Business Environment, 2011 Tata McGraw Hill
4. Francis Cherunilam International Business Environment, 2010, Himalaya Pub. House
5. Justin Paul, Business Environment: Text & Cases, New Delhi, Tata McGraw Hill, 2008
6. D.N. Dwivedi, Managerial Economics, Vikas Publishing House, 2009.
7. Shaikh Salim, Business Environment, Pearson Education, 2009
8. Parthasarthy Corporate Governance, Bizetantra
9. Sumit Khurana, Corporate Governance Dreamtech,

**Suggested Books**

- 1 Sundaram & Black: International Business Environment Text and Cases, PHI, 2009
- 2 Avid W. Conklin, Cases in Environment of Business, Sage Response Books. 2007
- 3 Czinkota, Ronkainen, Moffett, International Business, Cengage, 2008
- 4 Daniels, Globalization & Business, PHI Learning
- 5 Tamer Cavusgil-International Business-(Indian Reprint) Pearson
- 6 Mandal, SK Ethics in Business and Corporate Governance 1e 2010 Tata McGraw Hill

## **MBA 106: ORGANIZATIONAL BEHAVIOUR AND PROCESSES**

### Course Objectives

Objective of this course is to help students to understand human Behavior in organizations at cross cultural level so that they improve their managerial effectiveness.

### Course Contents

#### 1. Foundations of Individual Behavior:

The organization and the individual: Personality: Determinants and Attributes, Job Attitudes, Learning and Learning Theories, Perception, Cross cultural issues in OB.

#### 2. Motivation:

Definition and concept, theories of motivation- Maslow's Hierarchy of Needs, Herzberg's Two Factor theory, ERG theory, Vroom's Expectancy theory, Equity theory, Reinforcement theory and Behavior Modification.

#### 3. Foundations of Group Behavior:

Defining and Classifying Groups, stages of group development, Group Structure, Group Processes, Group Dynamics, Group v/s Team, Team Effectiveness. Group and Intergroup Relations.

#### 4. Leadership:

Nature and Significance of leadership, leadership in different cultures, leadership theories and Styles: Trait theories, Behavioral theories-- Ohio State Studies, Michigan Studies, and Managerial Grid. Contingency theories-- Fiedler's Model, Hersey and Blanchard's Situational theory, Path Goal theory, emotional intelligence and leadership effectiveness, Recent Development in Leadership Theory.

#### 5. Conflict and Negotiation

Transitions in Conflict Thought, Functional versus Dysfunctional Conflict, Conflict Process, Conflict Management Techniques, Negotiation process, Bargaining strategies, Global implications.

#### 6. Organizational Culture:

Concept, Relationship of Culture with organizational behavior, National and Global Culture, Levels of organizational culture, Analyzing managing and changing organizational culture, Global Implications for manager.

#### 7. Organizational Change and Stress Management:

Forces for Change, Resistance to Change, approaches to managing organizational change, Work stress and its management

**Text Reading**

1. Stephen P. Robbins, Timothy A Judge, Seema Sanghi "Organizational Behaviour", Pearson Education, 13th Ed., 2009.
2. Nelson, Organisational Behaviour, 1st Edition, Cengage Learning, India
3. R. S. Dwivedi, "Human Relations and Organizational Behavior: A Global Perspective", Macmillan  
5th edition, 2009
4. Jerald Greenberg and Robert A. Baron, Behaviour in Organisations, PHI Learning 9th edition 2009.
5. Hitt, Millar, Colella, Organizational Behaviour A Strategic Approach, Wiley India edition

**Suggested Reading**

1. Fred Luthans, "Organizational Behaviour", New York, McGraw Hill, 8th Edn.,
2. Udai Pareek, Understanding Organizational Behavior, Oxford Higher Education, 2<sup>nd</sup> Edition, 2008
3. John W. Newstrom and Keith Davis, "Organizational Behaviour: Human Behaviour at Work" New Delhi, Tata McGraw Hill,.
4. Jai B P Sinha, Culture and Organizational Behaviour, Sage Publication ,2008
5. Kavita Singh Organizational Behaviour Text and Cases, New Delhi, Pearson Education, 2009
6. M.N. Mishra, Organizational Behaviour, Vikas Publishing House, Reprint 2008

## **MBA 107: BUSINESS COMMUNICATION**

### Course objective

The objective of the course is to help the students to acquire the basics of interpersonal communication, corporate communication and soft skills, so as to improve their communication skills and ability to understand others along with the personality development as per the requirement of the corporate world.

### Course contents

#### I. Basics of Communication

- Defining Communication.
- Distinguishing between Business Communication and General Communication.
- Process of Communication explained through various Models; Importance of Feedback.
- Purpose of Organizational Communication.
- Introduction to Corporate Communication.

#### 2. Communication Networks

- Channels of Communication - Formal : Upward, Downward, Lateral.  
Informal : Grapevine; Advantages and Disadvantages of the grapevine.
- Comparing Formal and Informal Channels for Communication Situations.
- Principles of Effective Communication.
- Verbal Communication : using words, addition and obsolescence of words from the dictionary, Language as a tool for Communication.
- Non-Verbal Communication : Importance of non-verbal communication, Kinesics, Proxemics, Paralanguage.
- Cultural differences in Non-Verbal Behaviour.

#### 3. Factors affecting Communication

- Barriers to Effective Communication and ways to overcome them.
- Listening : Importance of Listening  
Types of Listening  
Barriers to Listening and overcoming them  
Listening situations  
Developing Listening Skills.
- Understanding Communication through Transactional Analysis.

#### 4. Business Writing

- Basic patterns of business letters.
- Cover letters, Sales and Credit letters, Applications, etc..
- Directness in good news and neutral situations.
- Indirectness in bad news and persuasive messages.
- Choosing appropriate channels and media for effective communication.

#### 5 Office Management

- Writing the perfect resume; tailoring the content to suit the requirements.
- E-mails, Memos and Circulars.
- Writing Reports and Proposals.

#### 6 Presentation Strategies

- Preparing for and conducting Presentations.
- Interviewing and being interviewed.
- Group Discussions.
- Speeches and Public Speaking.

#### Practicals :

- Case analyses, discussion and presentation.
- Role plays.
- Group discussions.
- Comprehension skills based on reading and listening using audio- visual media.

#### Text Readings

- 1 Penrose, Business Communication for Managers, 5th edition, Cengage Learning,India
- 2 P.D. Chaturvedi, Business Communication Concepts Cases & Applications, First Edition Pearson Education.
- 3 Debashish & Das Business Communication, PHI, 2009
- 4 Krizan, Effective Business Communication 7th edition. Cengage Learning,India.
- 5 Courtland L. Bovee, Techniques of Writing Business Letters, Memos and Reports Jaico Publishing House ,2008

#### Suggested Readings

1. Asha Kaul, Business Communication, 2nd edition, 2009, PHI Learning
2. Courtland L. Bovee Business Communication Today, 9th edition, 2008
3. Urmila Rai & S.M. Rai, Business Communication, 2008, Himalaya Publishing House
4. Madhukar Business Communication, Vikas Publishing House, 2008
5. Sushil Bahl, Business Communication Today, Response Books, Reprint 2009
6. Meenakshi Raman & Prakash Singh Business Communication, Oxford Higher Education, 2006



## **MBA 108: MANAGERIAL ECONOMICS**

### *Objectives:*

- To introduce the fundamentals, tools and theories of managerial economics
- To orient on micro economic techniques as a decision making process
- To understand macro-economic analysis essential for business managers

### Course

#### Module 1:

Managerial Economics: Meaning, Nature, Scope. & Significance, Uses of Managerial Economics, Objectives , Theory of firm, Law of Demand, Exceptions to the Law of Demand, Elasticity of Demand- Price, Income, Cross and Advertising Elasticity, Uses of Elasticity of Demand for Decision Making, - Demand Forecasting: Meaning and Significance.

#### Module 2:

Production Analysis: Concept, Production Function- Total, Average, & Marginal Product, – Law of Variable Proportions & ISO-Quants & ISO Costs - Least cost factor combination Returns to Scale- Economies and Diseconomies of Scale - Technological progress and production function

#### Module 3:

Cost and Revenue Profit Functions: Cost Concepts, Fixed and variable costs- Total Cost, Average Cost, Marginal Cost, Opportunity Cost. - Short-run and Long-run Cost Curves Profits: Determinants of Short-Term & Long-Term Profits, Measurement of Profit. Break Even Analysis- Meaning, Assumptions, Determination of BEA, Limitations and Uses of BEA in Managerial Economics.

#### Module 4:

Market Structure: Perfect Competition: Features, Determination of Price under Perfect Competition - Monopoly: Features, Pricing under Monopoly, Price Discrimination - Oligopoly: Features, Kinked Demand Curve, Cartel, Price Leadership - Monopolistic Competition: Features, Pricing under Monopolistic Competition, Product Differentiation Pricing - Descriptive Pricing- Price Skimming, Price Penetration.

#### Module 5:

Indian Economic Environment: Overview of Indian Economy, Recent changes in Indian Economy. Measurement of National Income: Basic Concepts, Components of GDP- Measuring GDP and GNP, Difficulties in measuring National Income, Growth Rate. Business Cycle – Features, Phases,

#### Module 6:

Economic Indicators, Inflation : Types, causes, Measurement, Kinds of Price Indices, Primary, Secondary and Tertiary Sectors and their contribution to the Economy, SWOT Analysis of Indian Economy.

Module 7:

Industrial Policies and Structure: A critical look at Industrial Policies of India, New Industrial Policy 1991; Disinvestment in PSUs - Private Sector- Growth, Problems and Prospects, SMEs – Significance in Indian economy-problems and prospects

A brief Industry Analysis: Textiles, Electronics, Automobile, FMCG, Telecom, Pharma. FDI in Retailing, Infrastructure, Pharma, Banking & Insurance

**Suggested Readings**

1. Adhikary, M. Business Economics. Excel Books 2000
2. Baumol, W. J. Economic Theory & Operations Analysis. PHI 1996
3. Chopra OP, Managerial Economics. Tata McGraw Hill 1996
4. Keat, Paul G & Philips K. Y. Young, Managerial Economics. PHI 1996
5. Milgrom, P & Roberts J. Economics, Organization & Management. PHI 1992

## Second Semester

Sr. No.	COURSE CODE	SUBJECT	PERIODS			CREDIT
			L	T	P	
<b>CORE</b>						
1	MBA 201	Operation Research for Business Decisions	3	0	0	3
2	MBA 202	Fundamentals of Production & Operations Management	3	0	0	3
3	MBA 203	Entrepreneurship Development	2	0	2	3
4	MBA 204	Fundamentals of Financial Management	3	0	0	3
5	MBA 205	Fundamentals of Marketing Management	3	0	0	3
6	MBA 206	Fundamentals of Human Resource Management	3	0	0	3
7	MBA 207	Business Ethics & Corporate Governance	3	0	0	3
8	MBA 208	Business Research Methods	2	0	2	3
<b>PRACTICAL</b>						
9		BASE (Business Aptitude & Skill Enhancement)	0	0	3	2
10		Seminar	0	0	2	1
11		SKILL X	0	0	2	1
12		Language Lab for Advanced Business Communication	0	0	2	1
<b>TOTAL CREDIT</b>						<b>29</b>

**\*\*All students are required to go for Summer Internship (Industrial Training) for a period of 8 weeks\*\***

## **MBA 201: OPERATION RESEARCH FOR BUSINESS DECISIONS**

### Course Objective

The objective of this course is to help the students acquire quantitative tools, and use these tools for the analysis and solution of business problems. The emphasis will be on the concepts and application rather than derivations.

### Course Contents

#### 1: Quantitative Techniques and Operations Research

Meaning, Scope of Quantitative Techniques and Operations Research in Management, Advantages and Limitations of Quantitative Techniques, OR Models

#### 2: Linear Programming

Meaning of Linear Programming, General Mathematical Formulation of LPP, Graphical Analysis, Simplex Method, Two-phase Method, Big M-Method. Duality and Post Optimality Analysis Advantage and Limitations of LPP.

#### 3: Transportation Model

Mathematical Formulation, Initial Basic Feasible Solution, Vogel's Approximation Method, Optimization (Minimization and Maximization) Using Modified Distribution Method and Stepping Stone Method.

#### 4: Assignment Problem

Assignment Model as a Particular Case of Transportation Model, Formulation of Assignment Problems, Solution of Assignment Problems Using Hungarian Method (Minimization and Maximization) Route Allocation.

#### 5: Dynamic Programming

Nature of Dynamic Programming Problem, Dynamic Programming Solutions for Knap Sack, Traveling Salesman (Stage Coach), Assignment of Salesmen to Sales Area and Capital Budgeting.

Integer linear programming: Meaning, Application, integer programming algorithm (branch and bound algorithm, cutting plan algorithm).

#### 6: Waiting Line Models

Introduction, Scope in Management Decisions, Queuing Models M/M/1 (Infinite and Finite Population), Probability Calculations and Application of M/M/C (Infinite Population)

#### 7: Replacement Models

Introduction Scope in Management, Single Equipment Replacement Model and Group Replacement.

#### 8: Game Theory & Markov Chain Analysis

Introduction to Games, Maxim in and Minimax Principles, Pure and Mixed Strategies, Solution of Games Using-Algebraic and Graphical Methods. Computation of Sequential Probability of States for Different Periods, Steady State Probability of States and Application of Markov Chain.

#### 9: Simulation & Computer Solutions

Introduction to simulation, Monte Carlo Technique and Its Applications. Linear programming Problem, Transportation problem with TORA and Excel solver.

### **Text Readings**

- 1 Anderson, Introduction to Management Science Cengage Learning 4thedi, 2008
2. Hamdy A.Taha, Operations Research: An Introduction, Pearson 2008
- 3 H.M. Wagner, Principles of Operations Research with Application to Managerial Decisions, PHI Learning. 2nd Ed., 2009.
- 4 Chawla, Operation Research, Kalyani Publication Ludhiyana,2009
- 5 Sharma Anand, Operation Research, 2008, Himalaya Publishing House
- 6 Kalawati, Operations Research, Vikas Publication Pvt.ltd.2008

### **Suggesting Readings**

1. Winston, Operation Research Application and Algorithm, Cengage Learning 2008
- 2 Krajewski, Ritzmen, Malhotra, Operations management: Process & value, Pearson 2008
- 3 V. K. Kapoor, Problems and Solutions in Operations Research, New Delhi, Saitan Chand and Sons, 2001
- 4 F. Hillier, Introduction to Operation Research, TMH, 2005
5. Bobby Srinivasan and C.L. Sandblom, Quantitative Analysis for Business Decisions, Singapore, McGraw Hill Publications, 2001.
6. C.R. Kothari, An Introduction to Operational Research , New Delhi, Vikas Publications, 3rd Ed., 2009.

## **MBA 202: FUNDAMENTALS OF PRODUCTION & OPERATIONS MANAGEMENT**

### Course Objective

The objective of this course is to help the students understand the concepts of production function, inventory control, quality control and application of technical models and techniques for solving production problems.

### Course Contents

#### 1. Introduction to Production and Operations Management:

Nature of Production / Operations Management, Production Function and its Environment, Functions of Production/Operations Manager, Organization of Production Function; Productivity-Definition, Types of Productivity, Factors affecting Productivity, Methods for improving productivity; Standardized Service Strategy, Assemble-to-Order Strategy, Customized Services Strategy.

#### 2. Facilities Planning:

Product Selection and Design, Service Design, Process and Technology Selection, Location of Manufacturing / Service Facility - Quantitative (Centre of Gravity Model, Median Model, Dimensional Analysis, Brown & Gibson Model) and Qualitative Model.

#### 3. Layout of Manufacturing/service facility:

Product layout, process layout, fixed position and group layout, layout design: Relationship based and Load-Distance cost matrix. Materials handling concepts.

#### 4. Resources Requirement Planning:

Capacity Planning, Concept and Application of Learning Curve.

#### 5. Production Planning and Control: Aggregate Production Planning - Chase strategy, Level production strategy, Mixed strategy, Materials Requirement Planning.

#### 6. Operations Scheduling:

Production Activity Control for Mass Manufacturing.( Assembly line balancing, batch processing and Job shop -n-jobs on single machine, n-jobs on Two/Three machines (Johnson's Rule), 2-jobs on machines (Graphical method – Aker's Algorithm)

#### 7. Quality Management :

Evolution of Quality Concept, TQM, Quality Gurus ( Juran , Crosby, Deming ), Statistical Process Control - Control Charts and their Applications, Acceptance Sampling, Operating Characteristics Curve and its applications, Quality Circles, Six Sigma, ISO 9000 & ISO14000.

#### 8. Emerging Trends in Operations Management:

Business Process Reengineering (Principles and guidelines for implementation), Theory of constraints.

**Text Readings (Latest Editions)**

1. Evans, Operations Management Concepts Techniques and Applications, Cengage Learning,
2. B. Mahadevan; Operation Management; Theory and Practice' Pearson Education, Fifth Edition, New Delhi
- 3 Joseph G Monks, Operations Management, McGraw Hill International Publication, New York.
- 4 Ashwathappa, Production and Operation Management, Himalaya Publishing House.
- 5 S.N. Chary, Theory and Problems in Production and Operations Management, TMH
- 6 A.K. Chitale and R.C. Gupta, Materials Management-Text and Cases, PHI Learning, 2009

**Suggested Readings (Latest Editions)**

1. Norman Gaither, Operations Management, Cengage Learning, India,
2. Slack, Operations Strategy, Pearson Education
3. R. Paneerselvam, Production and Operations Management, PHI Learning, 2009
4. LeeJ. Krajewski and Larry P. Ritzman, Operation Management, Pearson Education; Sixth Edition, New Delhi

## **MBA 203: ENTREPRENEURSHIP DEVELOPMENT**

### Course Objective:

The objective of this course is to familiarise the students with the ground realities of starting & managing their own Entrepreneurial ventures.

### Course contents

#### Unit1: Introduction to Entrepreneurship

Definition of Entrepreneur, Entrepreneurial Traits, and Entrepreneur vs. Manager, Entrepreneur vs. Intrapreneur. The Entrepreneurial decision process. Role of Entrepreneurship in Economic Development, Ethics and Social responsibility of Entrepreneurs. Opportunities for Entrepreneurs in India and abroad. Woman as Entrepreneur.

#### Unit II: Creating and Starting the Venture

Sources of new Ideas, Methods of generating ideas, creating problem solving, product planning and development process.

#### Unit III: The Business Plan

Nature and scope of Business plan, Writing Business Plan, Evaluating Business plans, Using and implementing business plans. Marketing plan, financial plan and the organizational plan, Launching formalities.

#### Unit IV: Financing and Managing the new venture

Sources of capital, Record keeping, recruitment, motivating and leading teams, financial controls. Marketing and sales controls. E-commerce and Entrepreneurship, Internet advertising

#### Unit V: New venture Expansion Strategies and Issues

Features and evaluation of joint ventures, acquisitions, merges, franchising. Public issues, rights issues, bonus issues and stock splits.

#### Unit VI: Institutional support to Entrepreneurship

Role of Directorate of Industries, District Industries, Centers (DICs), Industrial Development Corporation (IDC), State Financial corporation (SFCs), Commercial banks Small Scale Industries Development Corporations (SSIDCs), Khadi and village Industries Commission (KVIC), National Small Industries Corporation (NSIC), Small Industries Development Bank of India (SIDBI)

#### Unit VII: Choice of organisation:

Sole proprietorship, partnership, joint stock co., and co-operatives

#### Unit VIII: Exit strategies and social responsibilities

Introduction, Reasons for existing and long-term preparation, short-term preparation, Introduction of social responsibility, Corporate social responsibility, Dimensions of CSR for an Entrepreneur



**Text Readings**

1. Charanthimath, Entrepreneurship development small business enterprises, Pearson education, 2008
2. Kuratko & Hodgetts, Entrepreneurship in The New Millennium, 2nd Indian Reprint, 2009, Cengage learning
3. Vasant Desai: Small scale Industries and Entrepreneurship, Himalaya Publishing House, 2009.
4. David H Holt Entrepreneurship: New Venture Creation, PHI 2009
5. Rajeev Roy, Entrepreneurship, Oxford University press 2009

**Suggested Readings**

1. Greene, Entrepreneurship 3 rd edition cengage learning, 2008
2. B. K. Mohanty Fundamentals of Entrepreneurship PHI 2009
- 3 Barringer, Entrepreneurship Pearson education, 2008
- 4 Kanishka Bedi, Management and Entrepreneurship, Oxford University Press.
- 5 Desai Vasant, Dynamics of Entrepreneurship Development and Management, 2008, Himalaya Publishing House
- 6 Coulter, Entrepreneurship in Action, PHI Learning, 2008

## **MBA 204: FUNDAMENTALS OF FINANCIAL MANAGEMENT**

### Course Objective

The Objective of the course is to understand the concepts of Business Finance and it also aims at learning of financial tools and developing the skills of financial analysis and financial decisions.

### Course Contents

#### Unit 1: Introduction

Financial Concepts and Nature, Scope, Function and Objectives of Financial Management. Understanding the concepts of Value Maximization and Profit Maximization, Basic Financial Decisions: Investment, Financing and Dividend Decisions

#### Unit 2: Sources of Finance

Understanding about short term and long-term sources of funds and their characteristics

#### Unit 3: Financial Statement Analysis

Understanding the Parameters of health of Business: Liquidity, Profitability, Solvency and Efficiency. Understanding and computation of various tools of financial analysis-- such as Percentile Financial Statement and Ratios used in managerial decisions through analysis of financial statement of companies.

#### Unit 4: Statement of Changes in Financial Position

Concepts of Funds, and its Sources and Uses. Preparing and analyzing Fund flow statement and Cash Flow Statement for financial Decision

#### Unit 5: Leverage Analysis

Developing the Concept of Leverage in Finance. Computation and inferences of Degree of Operating Leverage, Financial Leverage and Combined Leverage. CVP analysis, PV Chart and Break Even Analysis for business decisions. Importance of Margin of Safety for decision-making.

#### Unit 6: Operational Budgeting

Understanding the importance and process of Budgeting, Budget: Programme Budget, Fixed budget, Flexible Budget, Incremental Budget and responsibility Budgets. Concept and utility of Zero Based Budgeting, Rolling budget, Cash Budget and Operating budget.

#### Unit 7: Cost of Capital and Capital Structure Decision

Understanding the Concept of Cost of Capital, Computation of cost of Equity, Debt and Quasi Capital. Weighted Average Cost of Capital and Marginal Cost of Capital. Capital Structure and its Theories such as MM theory of Capital Structure.

#### Unit 8: Investment Decisions

Concept and Computation of Time Value of Money, DCF and Non DCF methods of Investment Appraisal. Project selection on the basis of Investment Decisions. Evaluating Investment Proposals for Decision Making. Capital Rationing

#### Unit 9: Understanding Working Capital

Concepts, components, Determinants and need of Working Capital. Computation of Working Capital for a Company.

## Unit 10: Dividend Decision

Practices and Forms of Dividend in a Company, Residual Theory of Dividend. MM Model of Irrelevancy of Dividend.

### **Text Readings**

1. I.M. Pandey, Financial Management, Vikas Publication House, 8th Ed., 2009
2. M.Y. Khan and PK Jain, Financial Management, Delhi, TMH, 4th Edition, 2007
3. Brigham, Fundamentals of Financial Management, 10th,edition2008, Cengage Learning,
- 4 Kulkarni, Financial Management, 2008, Himalaya Publishing House
- 5 Sharan.V. Financial Management, Pearson Education; Second Edition, New Delhi.
- 6 Chandra Bose Fundamentals of Financial Management, PHI, 2009

### **Suggested Readings**

1. Prasanna Chandra, Financial Management, New Delhi, TMH, 2004.
2. Keown, Financial Management- principles & application 10th Ed Pearson Education, 2008
3. Shapiro, Capital Budgeting & Investment Analysis, Pearson Education 2008
4. Reddy G. S., Financial Management, 2008, Himalaya Publishing House

## **MBA 205: FUNDAMENTALS OF MARKETING MANAGEMENT**

### *Course Objective*

The objective of this course is to provide the students exposure to modern marketing concepts, tools, and techniques, and help them develop abilities and skills required for the performance of marketing functions.

### Course Contents

#### Unit-1 Marketing Concepts

Customer Value and Satisfaction, Customer Delight, Conceptualizing Tasks and Philosophies of Marketing Management, Value Chain, Scanning the Marketing Environment, Marketing Mix Elements, Difference between marketing and Selling, Marketing and Corporate Strategy.

#### Unit-2 Market Segmentation, Targeting, Positioning

Market Segmentations, Levels of Market Segmentations, Patterns, Procedures, Requirement for Effective Segmentation, Evaluating the Market Segments, Selecting the Market Segments, Tool for Competitive Differentiation, Developing a Positioning Strategy.

#### Unit -3 Product Decision

Objectives, Product Classification Product-Mix, Product Life Cycle Strategies, Product Diffusion Process, Equity, Challenges, Repositioning, Branding, Packaging, Introduction of Labeling. New Product Development Process,

#### Unit-4 Pricing Decision

Pricing, Pricing Objectives, Demand Estimating, Price Elasticity, Pricing Decision framework, Factors Affecting Price, Pricing Methods and Strategies, Pricing Practices, Internet and Pricing, Transfer Pricing, High Sea Pricing

#### Unit-5 Distribution Decisions

Importance and Functions of Distribution Channel, Design of Distribution Channel, Management of Channels, Distribution Channel Members, Vertical and Horizontal Marketing Systems, Wholesaling and Retailing, introduction to Logistics,

#### Unit-6 Promotion Decisions

Effective Communication, Integrated Marketing Communication, Tools of IMC, Marketing Communication Process, Promotion mix, Advertising, Personal Selling, Sales Promotion and Publicity and Public Relations, Direct Marketing,

#### Unit-7 Marketing Strategies for Leaders, Challenges, Followers and Nichers

Expanding to Market, Defining Market Share, and Expanding Market Share. Defining the Strategic Object and Openness. Choosing Goal Attacking Strategies. Market Follower Strategies.

## Unit-8 Emerging Trends in Marketing

An Introduction to Internet Marketing, Multi-Level Marketing and Introduction of CRM, Importance of CRM, CRM Process. E-Marketing, Green Marketing, Event Marketing, Types of Events, Sponsorship, Cause Related Marketing, Concept of Rural Marketing, Global Marketing, Marketing for Non Profit Organizations

### **Text Readings**

1. Kotler, Keller, Koshy, Jha, Marketing Management– A South Asian Perspective, Pearson, 13th Edition, 2008.
- 2 Kurtz, Principles of Marketing, Cengage Learning, India, 2008
- 3 S. Neelamegham, Marketing In India, 3rd Edition, Vikas publishing house, 2009
- 4 Biplo Bose, Marketing Management, 2008, Himalaya Publishing House.
- 5 Paul Baines, Chris Fill, Kelly Page, Marketing, Oxford University Press, 1st Edition 2009
- 6 Winner Marketing Management, 3rd edition Pearson 2009

### **Suggested Books**

1. William L. Pride and O.C. Ferrell, Marketing Concepts and Strategies, Boston, Houghton Mifflin Co., 8th Ed., 1993.
2. Czinkota and Kotabe , Marketing Management, , Cengage Learning, India 2007
3. West, Ford, Ibrahim, Strategic Marketing, Oxford University, 2009
4. Evans, Marketing Management Cengage Learning, India ,2008

## **MBA 206: FUNDAMENTALS OF HUMAN RESOURCE MANAGEMENT**

### *Course Objective*

The objective of this course is to help the students develop an understanding of the dimensions of the management of human resources, with particular reference to HRM policies and practices at international level.

### Course Contents

#### 1: HRM Concept

Definition, Concept, Evaluation and Relevance of HRM. Human Resource Functions, HRM in Indian and Global Scenario. Human Resource Policies.

#### 2: Human Resource Acquisition Process

Job Analysis- Job Specification, Job Analysis Methods, Human Resource Planning Concept and Process of HRD, HRP Process at National and Corporate Level, Human Resource Information System. Steps of HRIS, Recruitment, Sources of recruitment, Selection, Stages in selection process. Global Scenario in HR Acquisition

#### 3: Human Resource Training and Development.

Orientation, Training and Development Process and Methods, Need Assessment, Training Evaluation, Approaches and Types of Evaluation Instruments, Developing Effective Training Programmes, HRD mechanism, HRD for Organizational Effectiveness

#### 4: Appraising and Improving Performance:

Basic Concepts Objectives and Process of Performance Appraisal Systems, Performance v/s Potential Appraisal, Types of Employee Appraisal Systems, New Trends in Performance Appraisal Systems at Global level, Succession Planning, Career Planning and Assessment Centers.

#### 5: Maintenance of Human Resources:

Job Evaluation, Incentive and Reward System, Objectives and Major Phases of Compensation Management, Cross-national variation in reward structures.

#### 6: Knowledge Management & International HRM

Knowledge & knowledge transfer, knowledge and situation cognition, Implications for knowledge transfer, knowledge management in multinational companies, knowledge management & International HRM.

### **Text Readings**

- 1 Bohlander, Human Resource Management, 14th edition Cengage Learning, India, 2009
- 2 Dessler, Verckey, Human Resource Management, Pearson Education, 2009
- 3 Monir H. Tayeb, International Human Resource Management, Oxford, 2009
- 5 Patnaik, Human Resource Management, 3rd edition, PHI, 2009
- 6 Subba Rao, International Human Resource Management, 2009, Himalaya Publishing House.

**Suggested Readings**

- 1 Tony Edwards, Chrisrees, International Human Resource Management, Pearson Education, 2008
- 2 K. Asawatthapa International Human Resource Management , TMH, 2007
- 3 Jeffery Mello, Human Resource Management, Cengage Learning, India, 2008
- 4 Subba Rao, Essential of HRM and Industrial Relation, 2008, Himalaya Pub. House.
- 5 Methis & Jackson Human Resource Management 12th edition,2008 Cengage Learning
- 6 Dowling, International Human Resource Management Cengage Learning, India,2007

## **MBA 207: BUSINESS ETHICS AND CORPORATE GOVERNANCE**

### *Course Objectives*

The objectives of this course are to help students gain an understanding of Business Ethics and application of Indian values in managerial decision-making.

### Course Contents

1. The Nature and Purpose of Ethical Reflections: Introduction, Definition of Ethics, Moral Behavior, Characteristics of Moral Standards.
2. Business Ethics: Mediating between Moral Demands and Interest, Relative Autonomy of Business Morality, Studies in Business Ethics, Role of Ethics in Business, Theory of Voluntary Mediation, Participatory Ethics.
3. Moral Responsibility: Introduction; Balanced Concept of Freedom, Individual Responsibility, Implications related to Modern Issues, Public Accountability and Entrepreneurial Responsibility, Moral Corporate Excellence, Corporate Responsibility.
4. Business Ethics and Individual Interest: Interest based Outlook, Impact of Interest on Moral Goals and Moral Principles, Utilitarian Views on Business Ethics, Enlightened Egoism.
5. Duty ethics in the Business Environment. Personal and Managerial Effectiveness in Indian Thoughts - Management of the Self –Management of Body, Thoughts and Emotions; Interpersonal and Group Effectiveness.
6. Theories of Virtue: Productive Practices and Team Motivation, Prospects of Virtues in Business Ethics and Management Theory.
7. . Management, Culture and Ethos - Role and Significance of Ethos in Managerial Practices, Management is Culture Bound. Work Place Spirituality.
8. Corporate Governance: Evolution. Principles. Main Drivers, Theories and Models. Global Practices on Corporate Governance in the World and their impact on corporate world. World Economic Growth and the Environmental Issues; Future of International Business



**Text Readings**

1. A.C Fernando, Business Ethics: An Indian Perspective, Pearson 2009
2. Weiss, Business Ethics concept & cases, 1st edition, 2009, Cengage Learning
- 3 Velasquez, Business Ethics, Concepts & Cases, 6th edition, 2009, PHI
- 5 Murthy, Business Ethics, 2009, Himalaya Publishing House
- 6 Al Gini, Case Studies in Business Ethics, 6th edition 2009, Pearson Education.

**Suggested Readings**

1. Shashtri J.L., Ancient Indian Traditions and Mythology , 1st edi, Motilal Banarsidas, New Delhi
- 2 F. Max Muller , Sacred Books of East , Motilal Banarsidas, New Delhi
- 3 S.K. Chakraborty, Ethics in Management-Vedantic Approach, New Delhi, Oxford India Ltd.,
- 4 Swami Jitatmananda, Indian Ethos for Management, Rajkot, Ramakrishna Ashrama, 1996.
- 5 Swami Someswarananda, Indian Wisdom for Management, Ahmedabad, AMA. 2000.
6. Swami Ranganathananda, Universal Message of the Bhagvad Gita, Vol. 1 , 2 and 3, Caicuna Advaita Ashrama, 2001.

## **MBA 208: BUSINESS RESEARCH METHODS**

### *Course Objective*

The objective of the course is to equip the students with the concept and methods of Business Research. The students will be able to plan, design and carry out business research using scientific methods and prepare research report(s) / paper (s).

### Course Contents

#### Unit I: Introduction.

Business Research, Meaning and methods of research. Research Process, Identification and formulation of Research Problem.

#### Unit II: Research Design:

Variables and types of variables, Hypothesis, Types and formulation of Hypothesis, Research Design and Types of research designs, Need for Research Design Features of a good research design and, Different research design-- Exploratory, Descriptive. Experimental and Diagnostic and Survey Research,

#### Unit III: Measurement Methods:

Interviews and Surveys. Observation, Content Analysis and Measurement Scales, Techniques of Developing Scales, Reliability and Validity of scales.

Unit IV: Data Analysis: Data analysis using statistical Packages, Hypothesis Testing, Parametric and Non-Parametric Tests, Analysis of Differences between a Single Sample and a Population, Analysis of Differences between Two or More than Two Levels of an Independent Variable, Analysis of Designs with More than One Independent Variable, Analysis of relationships, statistical inferences for one or two samples. Chi-square tests, Analysis of Covariance (ANCOVA) and Use of Multivariate Analysis in Business Research.

#### Unit V: Sharing the Results.

Reporting Research, Types of reports and Characteristics of a research report.

### **Text Readings**

1. William G. Zikmund, Business Research Methods, 7th edi. Cengage Learning, India.
2. K.N. Krishnaswamy, Appa Iyer Sivakumar, M.Mathirajan, Management Research Methodology: Integration of Principles, Methods and Techniques, Pearson Education 2008
3. J. K. Sachdeva, Business Research Methodology, 2008, Himalaya Pub. House
4. Paul E. Green, Donald S. Tull, Research for Marketing Decisions, PHI. 5th edition 2008
5. Ranjeet Kumar, Research Methods, Pearson Education 2009

### **Suggested Readings**

1. Donald S. Tull, Del I. Hawkins, Marketing Research, Measurement and Methods, 6th edition,
2. PHI Learning, 2009
3. Naresh Malhotra and Satya Bhushan Das, Marketing Research: An applied Orientation,
4. Pearson Education, 2008.
5. Mcburney, Research Methods, 7th edition, Cengage Learning, India.

## Third Semester

Sr No.	COURSE CODE	SUBJECT	PERIODS			CREDI T
			L	T	P	
<b>CORE</b>						
1	MBA 301	Project Management	3	0	0	3
2	MBA 303	Major Research Project (MRP) PHASE-1 (with extensive exposure to and interaction with Industry)	0	0	4	2
3	MBA 302		Business Legislation	3	0	0
<b>SPECIALIZATIONS</b>						
<b>MARKETING MANAGEMENT</b>						
3	MKTSP 303	Sales & Distribution Management	3	0	0	3
4	MKTSP 304	Consumer Behavior	3	0	0	3
5	MKTSP 305	Integrated Marketing Communication & Brand Management	3	0	0	3
6	MKTSP 306	Strategic Marketing	3	0	0	3
7	MKTSP 307	Relationship Management	3	0	0	3
<b>HUMAN RESOURCE MANAGEMENT</b>						
8	HRSP 303	Human Resource Strategies & Functions	3	0	0	3
9	HRSP 304	Compensation Management	3	0	0	3
10	HRSP 305	Organizational Change & Intervention Strategies	3	0	0	3
11	HRSP 306	Industrial Relations & Labour Law	3	0	0	3
12	HRSP 307	Counselling & Grievance	3	0	0	3
<b>FINANCIAL MANAGEMENT</b>						
13	FSP 303	Management of Financial Services	3	0	0	3
14	FSP 304	Working Capital Management	3	0	0	3
15	FSP 305	Financial Decision Analysis	3	0	0	3
16	FSP 306	Security Analysis & Investment Management	3	0	0	3
17	FSP 307	Project Planning, Analysis & Management	3	0	0	3
<b>TOURISM MANAGEMENT</b>						
18	TSM 303	Fundamentals of Tourism Industry	3	0	0	3
19	TSM 304	Travel Agency & Tour Operations	3	0	0	3
20	TSM 305	Tourism Marketing	3	0	0	3
21	TSM 306	Eco Tourism	3	0	0	3
22	TSM 307	Legal & Ethical Issues in Tourism Industry	3	0	0	3
<b>RETAIL MANAGEMENT</b>						
23	RTM 303	Retail Marketing & Strategy	3	0	0	3
24	RTM 304	HR in Retail	3	0	0	3
25	MKTSP 304	Consumer Behavior	3	0	0	3
26	MKTSP 305	Integrated Marketing Communication & Brand Management	3	0	0	3
27	MKTSP 307	Relationship Management	3	0	0	3

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Sr No.	COURSE CODE	SUBJECT	PERIODS			CREDIT
			L	T	P	
<b>BUSINESS ANALYTICS</b>						
28	BASP 303	Business Statistics	3	0	0	3
29	BASP 304	Predictive Analytics	3	0	0	3
30	BASP 305	Optimization Analytics	3	0	0	3
<b>INFORMATION SYSTEMS MANAGEMENT</b>						
31	SSP 303	Management Information Systems	3	0	0	3
32	SSP 304	Management Support Systems	3	0	0	3
33	SSP 305	Relational Database Management Systems using ORACLE	3	0	0	3
<b>PRODUCTION &amp; OPERATION MANAGEMENT</b>						
34	POSP 303	Strategic Technology Management	3	0	0	3
35	POSP 304	Product Innovation & Planning	3	0	0	3
36	POSP 305	Work Study & Productivity	3	0	0	3
<b>PHARMA MANAGEMENT</b>						
37	PHRSP 303	Management Concepts In Pharma	3	0	0	3
38	PHRSP 304	Pharma Marketing	3	0	0	3
39	PHRSP 305	Pharmaceutical Ethics	3	0	0	3
<b>MEDIA MANAGEMENT</b>						
40	MEDSP 303	Principles of Mass Communication	3	0	0	3
41	MEDSP 304	Media Agency & Management	3	0	0	3
42	MEDSP 305	Integrated Marketing Communication & Brand Management	3	0	0	3
<b>PRACTICAL</b>						
43		BASE (Business Aptitude and Skill Enhancement) Creativity and Innovation Lab	0	0	3	2
44		SEMINAR	0	0	1	1
45		SkillX	0	0	2	1
46		<b>SUMMER INTERNSHIP PROJECT &amp; VIVA</b>	0	0	4	2
		<b>TOTAL CREDITS</b>				<b>29</b>

## **MBA 301: Project Management**

### **Objectives:**

To develop understanding of project planning. To develop ability to monitor and control projects and risk involved. To become familiar with tools and techniques used in managing projects.

### **Course content:**

1. Introduction to project and projects. Characteristics and types of projects. Gaining importance, project life cycle and its phases.
2. Project selection, non quantitative and scoring models, technical analysis and technology selection, market potential analysis and techniques of long term forecasting.
3. Financial feasibility, determinants of cost of project, its financing and deciding optimum capital structure. Cash flows from project and owner's perspective. Project Appraisal.
4. Financial feasibility with risk. Types of risk, techniques of risk evaluation and its mitigation. Sensitivity analysis, Hiller's model, scenario analysis, simulation.
5. Network analysis, construction of networks, CPM, various types of floats and their application, PERT and its applications.
6. Time cost relationship, crashing for optimum cost and optimum time. Resource leveling. Introduction to project software and applications of MS Project
7. Human Aspects of Project management: project manager's skills and functions, matrix organization, Social Cost Benefit Analysis, UNIDO approach, shadow pricing.
8. Project monitoring, Earned Value Analysis, abandonment analysis, PMIS, Project Termination and Audit. Reasons for failure.

### **Text Books**

- Gido Effective project management 3rd 2008 Cengage Learning
- Gray & Larson, Project Management: The Managerial Process, 3e TMH 2010
- Pinto, Project Management: Achieving Competitive Advantage, Pearson, 2010
- Sunil Abrol, Cases in Project Management, 2010, Excel Books,,
- Maylor-Project Management, 3/e, Pearson, 2010
- Reference Books
- McManus-Information Systems Project Management, Pearson 2010
- Kloppenborg, Contemporary project management 1st 2008 Cengage Learning
- Gopalakrishnan – Textbook of Project Management, 2005 – Macmillan Publishers
- Joy , Total Project Management, 2005 , Macmillan Publishers

## **MBA 302 : MAJOR RESEARCH PROJECT**

### **Objective**

The objectives of Major Research Project are enable to develop the understanding of the given problem and to enhance the analytical and problem-solving ability and implementation capabilities of research process.

### **Examination**

The Major Research Project (MRP) shall be compulsory. University will constitute an expert committee to review and approve the synopsis. The student shall submit duly approved synopsis within 15 days from the completion of MBA II semester examination.

During the entire III semester & IVth Semester the student shall undertake the MRP with extensive exposure to and interaction with Industry under the guidance of a faculty and Industry guide. Students will be required to submit the final MRP Report in the hard bound form in the number specified by the University fifteen days before beginning of IVth Semester examination and based on the MRP each student under the guidance of his/her faculty guide shall publish a paper in a journal of repute with ISSN before his/her MBA Degree is awarded.

## **MBA 302 : BUSINESS LEGISLATION**

### Objectives:

- To introduce the fundamentals, tools and theories of managerial economics
- To orient on micro economic techniques as a decision making process
- To understand macro-economic analysis essential for business managers

### Course

#### Module 1:

Managerial Economics: Meaning, Nature, Scope. & Significance, Uses of Managerial Economics, Objectives , Theory of firm, Law of Demand, Exceptions to the Law of Demand, Elasticity of Demand- Price, Income, Cross and Advertising Elasticity, Uses of Elasticity of Demand for Decision Making, - Demand Forecasting: Meaning and Significance.

#### Module 2:

Production Analysis: Concept, Production Function- Total, Average, & Marginal Product, – Law of Variable Proportions & ISO-Quants & ISO Costs - Least cost factor combination Returns to Scale- Economies and Diseconomies of Scale - Technological progress and production function

#### Module 3:

Cost and Revenue Profit Functions: Cost Concepts, Fixed and variable costs- Total Cost, Average Cost, Marginal Cost, Opportunity Cost. - Short-run and Long-run Cost Curves Profits: Determinants of Short-Term & Long-Term Profits, Measurement of Profit. Break Even Analysis- Meaning, Assumptions, Determination of BEA, Limitations and Uses of BEA in Managerial Economics.

#### Module 4:

Market Structure: Perfect Competition: Features, Determination of Price under Perfect Competition - Monopoly: Features, Pricing under Monopoly, Price Discrimination - Oligopoly: Features, Kinked Demand Curve, Cartel, Price Leadership - Monopolistic Competition: Features, Pricing under Monopolistic Competition, Product Differentiation Pricing - Descriptive Pricing- Price Skimming, Price Penetration.

#### Module 5:

Indian Economic Environment: Overview of Indian Economy, Recent changes in Indian Economy. Measurement of National Income: Basic Concepts, Components of GDP- Measuring GDP and GNP, Difficulties in measuring National Income, Growth Rate. Business Cycle – Features, Phases,

#### Module 6:

Economic Indicators, Inflation : Types, causes, Measurement, Kinds of Price Indices, Primary, Secondary and Tertiary Sectors and their contribution to the Economy, SWOT Analysis of Indian Economy.

#### Module 7:

Industrial Policies and Structure: A critical look at Industrial Policies of India, New Industrial

Policy 1991; Disinvestment in PSUs - Private Sector- Growth, Problems and Prospects, SMEs – Significance in Indian economy-problems and prospects  
A brief Industry Analysis: Textiles, Electronics, Automobile, FMCG, Telecom, Pharma. FDI in Retailing, Infrastructure, Pharma, Banking & Insurance

**Suggested Readings**

6. Adhikary, M. Business Economics. Excel Books 2000
7. Baumol, W. J. Economic Theory & Operations Analysis. PHI 1996
8. Chopra OP, Managerial Economics. Tata McGraw Hill 1996
9. Keat, Paul G & Philips K. Y. Young, Managerial Economics. PHI 1996
10. Milgrom, P & Roberts J. Economics, Organization & Management. PHI 1992



## **SPECIALIZATION: MARKETING MANAGEMENT**

### **MKTSP 303: Sales & Distribution Management**

#### Objectives

The objectives of this course are to expose the students to various aspects of sales and distribution management as an integral part of marketing management, and provide abilities in sales and distribution system

#### Course Contents

##### Module 1:

Introduction to Sales & Distribution Management:

Nature and scope of Sales Management, personal selling objectives, Types of sales management positions, Theories of personal selling, personal selling strategies, sales forecasting and budgeting decisions, emerging trends in selling, ethical leadership. Case Analysis.

##### Module 2:

Personal Selling Process, Sales Territories & Quotas:

Selling and business Styles, selling skills, situations, selling process, sales presentation, Handling customer objections, Follow-up action. Relationship selling, Designing Sales Territories, sales quotas designing, sales quota, procedure for sales quota. Types of sales quota, Methods of setting quota. and sales organization structures. Case Analysis

##### Module 3:

Sales Force Management:

Recruitment and selection of sales force, Training, motivating and compensating the sales force, controlling the sales force, Compensation-Meaning, Types of compensation plans and evaluation of sales force by performance and appraisal process. Case Analysis

##### Module 4:

Sales Management:

Sales management job: Standard sales management process-international sales management - international market selection-market survey approach or strategy - case study in Indian context. Selling on the internet: Selling agents for internet trading-net selling, advertising in net trading, payment system in internet trading-smart card, credit card, debit card- payment by card: advantages and disadvantages; How to make internet selling safe-Digital signature, biometric method and legal or regulatory environment; Growth of internet trading in India.

##### Module 5:

Distribution Management:

Introduction, need and scope of distribution management, marketing channels strategy, levels of channels, and institutions for channels- retailing wholesaling, designing channel systems, channel management. 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. Case Analysis.

Module 6:

Market logistics and supply chain management:

Definition & scope of logistics, Components of logistics, inventory & warehouse management, transportation, channel information systems, Physical Distribution & Logistics: Goals, function, processing, warehousing, inventory & transportation.

Module 7:

Retail Management & Merchandising

Retail strategies, Location, Types of retail formats, Stores layout, Visual Merchandising techniques, Merchandise management, Planning of assortment, Servicing and buying of merchandise, Supply chain management in retailing

**Text Readings**

1. Krishna K. Havaldar, Vasant M. Cavale, Sales & Distribution Management
2. Tata McGrawHill ,Latest Edition
3. Richard R. Still, Edward W. Cundiff, Norman A.P. Govoni, Sales Management :
4. Decisions, Strategies & Cases Pearson Latest Edition
5. Johnson F.M., Kurtz D.L., Scheuing E.E. Sales Management: Concepts, Practice,
6. and Cases, Tata McGrawHill

**Reference Books:**

1. David Jobber, Geoffrey Lancaster, Selling & Sales Management, Pearson Latest Edition
2. Tanner, Honeycutt, Erffmeyer, Sales Management, Pearson Latest Edition
3. Mark W. Johnston, Greg W. Marshall, Sales Force Management, Tata McGrawHill. Latest Edition
4. William L. Cron, Thomas E. DeCarlo, Sales Management Wiley Latest Edition
5. Dr. S. L. Gupta Sales & Distribution Management Excel Latest Edition
6. Panda Tapan K., Sahadev Sunil, Sales & Distribution Management Oxford
7. Jackson, D.W. (Jr.); Cunningham, W. H. Cunninham, I.C.M., Selling The Personal Force in Marketing John Willey & Sons, Latest Edition

## **MKTSP 304: Consumer Behavior**

### Module 1:

Introduction to the study of Consumer Behavior: Meaning & Definition of CB, Difference between consumer & Customer, Nature & characteristics of Indian Consumers, Consumer Movement in India, Rights & Responsibilities of consumers in India, Benefits of consumerism.

### Module 2:

Role of Research in understanding consumer behavior: Consumer Research: Consumer Research Paradigms (Qualitative & Quantitative Research Methods) Developing research objectives, collecting secondary data, designing primary research, data analysis and reporting research findings.

### Module 3:

Models of Consumer Behavior: Input-Process-Output Model, Nicosia Model, Howard Sheth Model, Engel-Kollat-Blackwell Models of Consumer Behavior, Internal Influences: Motivation, Personality, Perception, Learning, Attitude, Communications, External Influences: Social Class, Culture, REFERENCE Groups, Family members.

### Module 4:

Levels of Consumer Decision Making – Consumer Buying Decision Process, Complex Decision Making or Extensive Problem Solving Model, Low Involvement Decision Making or Limited Problem Solving Model, Routinized Response Behavior, Four views of consumer decision making. On-line Decision Making: Meaning & Process/Stages

### Module 5:

Situational Influences- Nature of Situational Influence (The communication Situation, The Purchase Situation, The usage situation, The disposition situation) Situational Characteristics and consumption behavior (Physical features, Social Surroundings, Temporal Perspectives, Task Definition, Antecedent States.)

### Module 6:

Individual Influences on Consumer Behaviour and CRM: Part 1

*Motivation:* Basics of Motivation, Needs, Goals, Positive & Negative Motivation, Rational Vs Emotional motives, Motivation Process, Arousal of motives, Selection of goals. Motivation Theories and Marketing Strategy - Maslow's Hierarchy of Needs, McGuire's Psychological Motives (Cognitive Preservation Motives, Cognitive Growth Motives, Affective Preservation Motives, Affective Growth Motives).

### Module 7:

*Personality:* Basics of Personality, Theories of Personality and Marketing Strategy (Freudian Theory, Neo-Freudian Theory, Trait Theory), Applications of Personality concepts in Marketing, Personality and understanding consumer diversity (Consumer Innovativeness and related personality traits, Cognitive personality factors, Consumer Materialism, Consumer Ethnocentrism), Brand Personality (Brand Personification, Gender, Geography, Colour), Self and Self-Image (One or Multiple selves, The extended self, Altering the self).

### Module 8:

*Perception:* Basics of Perception & Marketing implications, Elements of

Perception(Sensation, Absolute Threshold, Differential Threshold, Subliminal Perception), Dynamics of Perception (Perceptual Selection, Perceptual Interpretation, Perceptual Organization ,perceived price, perceived quality, price/quality relationship, Perceived Risk, Types of risk, How consumers' handle risk.

### **Text Books**

1. Shri Prakash Theory of Consumer Behaviour Vikas Publication ,2010
2. Hawkins, David, Consumer Behavior , 11E Tata Mcgraw Hill
3. Dogra, B.LRural Marketing1e, Tata Mcgraw Hill
4. Blackwell, Consumer Behavior 1st 2008 Cengage Learning
5. Gopaldaswamy, T P Rural Marketing- Environment, Problems& Strategies
6. Vikas Kashyap, The Rural Marketing Book (Text & Practice), Wiley

### **Reference Books**

1. Satish Batra and Kazmi Consumer Behaviour Excel Books
2. U C Mathur Rural Marketing Excel Books
3. Badi&Badi Rural Marketing,2010 Himalaya Pub.House
4. Assel, H., "Consumer Behaviour", 2008 Cengage Learning
5. Solomon M.R., " Consumer Behaviour", PHI

## **MKTSP 305: Integrated Marketing Communications & Brand Management**

### Objectives:

The general purpose is to build a comprehensive framework that fully integrates the various aspects of managerial decision making related to marketing communications strategy and tactic as well as to understand about brands and brand management.

### Course Contents:

#### Module 1:

Role of IMC in marketing process, IMC planning model, Marketing and promotion process model. Communication process, steps involved in developing IMC programme, Effectiveness of marketing communications Purpose, Role, Functions, Types, Advertising Vs Marketing mix, Advertising appeal in various stages of PLC

#### Module 2:

Advertising Agency: Type of agencies, Services offered by various agencies, Criteria for selecting the agencies and evaluation. Advertising objectives and Budgeting: Goal setting – DAGMAR approach, various budgeting methods used.  
Media planning: Developing Media plan, Problems encountered, Media Evaluation-Print, Broadcast media, Support media in advertising.

#### Module 3:

Media strategy: Creativity, Elements of creative strategies and its implementation, Importance of Headline and body copy.  
Direct Marketing: Features, Functions, Growth, Advantages/Disadvantages, And Direct Marketing Strategies.  
Promotion: Meaning, Importance, tools used, Conventional/unconventional, drawbacks, push pull strategies, Co-operative advertising, Integration with advertising and publicity  
Public relation/ Publicity: Meaning, Objectives, tools of public relations, Public relation strategies, Goals of publicity, Corporate Advertising – Role, Types, Limitations, PR Vs Publicity.

#### Module 4:

Monitoring, Evaluation and control: Measurement in advertising, various methods used for evaluation, Pre-testing, Post testing. International Advertising: Global environment in advertising, Decision areas in international advertising.  
Internet advertising: Meaning, Components, Advantages and Limitations, Types of Internet advertising  
Case studies in Indian context only

#### Module 5:

Introduction to the concept of Brand Management:  
Brand –Meaning, Definition, Evolution of Brands, Functions of Brand to consumer, Role of Brand- Advantages of Brand, Product Vs Brand,  
Branding - Meaning, Creation of Brands and challenges to Brand builders.  
Brand Management-Meaning & Definition.  
Strategic Brand Management Process-Meaning, Steps in Brand Management Process  
Strong Indian Brands (Case study)

#### Module 6:

Customer Based Brand Equity:

Customer Based Brand Equity-Meaning, Model of CBBE

Brand Equity: Meaning, Sources, Steps in Building Brands, Brand building blocks-Resonance, Judgments, Feelings, performance, imagery, salience-Brand Building Implications, David Aaker's Brand Equity Model.

Brand Identity & Positioning: Meaning of Brand identity, Need for Identity & Positioning, Dimensions of brand identity, Brand identity prism,

Brand positioning – Meaning, Point of parity & Point of difference, positioning guidelines

Brand Value: Definition, Core Brand values, Brand mantras, Internal branding,

#### Module 7:

Choosing Brand Elements to Build Brand Equity:

Criteria for choosing brand elements, options & tactics for brand elements-Brand name, Naming guidelines, Naming procedure, Awareness, Brand Associations, Logos & Symbols & its benefits, Characters & Benefits, Slogans & Benefits, Packaging.

Brand Knowledge, Dimensions of Brand Knowledge, Meaning of Leveraging

Secondary Brand Knowledge & Conceptualizing the leverage process.

#### Module 8:

Measuring & Interpreting brand performance:

Brand Value chain- Designing Brand Tracking studies, Establishing brand Equity Management Systems.

Measuring Brand Equity:

Managing Brand Equity: Brand Reinforcement, Brand Revitalization, Brand Crisis.

Making Brands go Global:

Geographic extension, sources of opportunities for global brand, single name to global brand, consumers & globalization, conditions favoring marketing, barriers to globalization, managerial blockages, organization for a global brand, pathways to globalization.

Case studies

#### **Text Books**

Integrated Marketing Communications - Kenneth Clown & Donald Bach

Belch, Belch, Advertising & Promotion: An Integrated Marketing Communication Persp., 7e  
TMH 2009

Keller, Strategic Brand Management, 3/e, Pearson 2010

Kazmi & Batra Advertising & Sales Promotion, Excel Books, 2010

Harsh Verma Brand Management, Excel Books, 2010

Sengupta - Brand Positioning, 2e TMH 2008

Integrated Marketing Communications - Duncon- TMH

Shah, Kruti, Advertising and Promotions : An IMC Perspective, 1e TMH 2009

#### **Reference Books**

Keller, Best Practice Cases in Branding, 3/e, Pearson 2010

Batra-Advertising Management 5/e, Pearson 2010

Jefkins-Advertising, 4/e, Pearson 2010

Lane-Kleppner's Advertising Procedure, 16/e, Pearson 2010

Wells-Advertising: Principles and Practice, 7/e, Pearson 2010

## **MKTSP 306: STRATEGIC MARKETING**

### Objectives

The basic objective of this course is to develop skills for analyzing market competition and design appropriate competitive marketing strategies for higher market share.

### Course Contents

1. Market Situation Analysis; Analysis of Competitors Strategies and estimating their reaction pattern and competitive position; Competitive Advantage
2. Market Leader Strategies – Expanding the total market, protecting market share, expanding market share;
3. Market Challenger Strategies – Choosing an Attack Strategy
4. Market Follower Strategies
5. Market Nicher Strategies;
6. Competitive Market, Strategy for Emerging Industries, Declining Industries and Fragmented Industries;
7. Balancing Customer & Competitor Orientations, Industry Segmentation and Competitive Advantage;
8. Product Differentiation and Brand Positioning,
9. Competitive Pricing, Competitive Advertising
10. Roles of Sales promotion in Competitive Marketing

### **Suggested Readings**

1. Cravens, D W. Strategic Marketing. Homewood Illinois, Richard D. Irwin, 1987.
2. Kaynak, E and Savitt, R. Comparative Marketing Systems. New York, Praegar, 1984.
3. Kotler, Philip. Marketing Management: Analysis, Planning, Implementation and Control. New Delhi, Prentice Hall India, 1997
4. Porter, M. E. Competitive Advantage; Creating, Sustaining Superior Performance. New York, Free Press 1985
5. Porter, M. E. Competitive Strategy: Techniques for Analyzing Industries Competitors. New York, Free Press 1980

## **MKTSP 307: RELATIONSHIP MANAGEMENT**

1. Paradigm shift in marketing: The evolution of marketing theory - 4Ps to 7Ps, Transactional marketing approach to relationship marketing philosophy – competitive advantage through Relationship Marketing – RM in industrial markets and consumer markets, services.
2. Key concepts in relationship marketing concepts: Characteristics of relationships – promise – trust – commitment – satisfaction – quality - Service competition - customer value – customer defections - customer loyalty – loyalty programs.
3. Planning for relationship marketing: Internal marketing – communication – cooperation – network view of the firm – The six markets framework - partnering to build customer relationships - learning organization – customer culture.
4. Customer lifetime value: Customer life cycle – attracting – retaining and growing customers – lifetime customer value (LCV) - Customer equity – Recency-Frequency Monetary value (RFM) model. Customer – product profitability analysis – value profit chain –differences between customer retention and acquisition orientation of a firm.
5. IT enabled RM: Emergence of CRM – database marketing – data warehousing and data mining- pitfalls of IT focus in RM – ethical issues – customer privacy.
6. Sustaining Customer Relationships: The role of service in building relationships, segmentation of service, measurement of service - Monitoring of customer satisfaction - Analyzing customer defections

### **Books Recommended**

1. Principles of Marketing - Philip Kotler, Gary Armstrong
2. Handbook of Relationship Marketing - Jagdish Sheth, Atul Parvatiyar
3. Leading Through Relationship Marketing- Richard Batterley
4. Relationship Marketing - S.Shajahan, TMGH, 1st ed., 2006 reprint.
5. Customer relationship Management - Sheth, Parvatiyar, Shainesh
6. For contemporary case studies students should refer to the periodicals and journals.



## **SPECIALIZATION: HUMAN RESOURCE MANAGEMENT**

### **HRSP 303: HUMAN RESOURCE FUNCTIONS**

#### Objectives

The purpose of this course is to orient the student about Human Resource Concepts as well as to facilitate understanding of Human Resource Functions.

#### Course Contents

##### Module 1:

Human resources Management-Introduction and Importance-Evolution –difference between Personnel Management and HRM- Strategic HRM- role of a HR Manager.

##### Module 2:

Human Resources Planning-Objectives-Importance-HRP Process- Manpower Estimation-Job Analysis-Job Description-Job Specification. Recruitment-Sources of Recruitment-Selection Process-Placement and Induction-Retention of Employees.

##### Module 3:

Training and Development- Objectives and Needs-Training Process-Methods of Training –Tools and Aids-Evaluation of Training Programs.

##### Module 4:

Career Planning- Succession Planning.  
Performance Management System-Definition, Concepts and Ethics-Different methods of Performance Appraisal- Rating Errors-Competency management.

##### Module 5:

Compensation Management –Concepts and Components-Job Evaluation-Incentives and Benefits.  
Productivity Management-Concepts-TQM-Kaizen-Quality Circles  
Industrial relations-Grievance Procedure-collective Bargaining-Settlement of Disputes.  
Retirement/Separation-Superannuation-Voluntary Retirement Schemes-Resignation Discharge-Dismissal-Suspension-Layoff.

#### **Readings**

1. Human Resources Management- Gary Dessler
2. Personnel Management – C.B Mamoria
3. Managing Human Resources - R.S. Dwivedi
4. Human Resources Management-V.P.Michael
5. Human Resources Management – Dr.P.C.Pardeshi
6. Human Resources Management – Mirza & Zaiyadin
7. Human Resources Management – L.M.Prasad
8. Human Resources Management - Ashwathappa
9. Managing Human Resources - Arun Monppa

## **HRSP 304: COMPENSATION MANAGEMENT**

### Course Objective

The objective of this course is to familiarize students with the dynamics of wage and salary administration and current trends in India.

### Course Contents

1. Wage and Salary Administration: Definition, Goals, Job Evaluation, Wage and Salary surveys, Time and Piece Rate, Merit pay /skill based pay, Factors affecting wage concept of pay of performance.
2. Incentive Plans: individual and group incentive plans, Productivity Gain sharing plans, Profit Sharing Plans, Non - Financial and Financial incentives, Measuring Cost- to – Company (CTC).
3. Employee Benefits: Supplemented Pay benefits (pay for time not worked) insurance benefits, Retirement benefits, Employees' service benefits, ESOP, Flexible benefits and Benefit surveys.
4. Governing Laws: Provident Fund Act 1952, Minimum wages Act 1948; Payment of wages Act 1948; Payment of Bonus Act, 1965.
5. Current Trends in Compensation and Reward Management.
6. Concept of human capital and its implications for compensating human resources. Determinants of intra and inter-industry differentials in compensation. Internal and external equity in compensation systems.
7. Designing compensation for Chief Executives, senior managers, knowledge workers etc.

### **Text Books**

1. Milkowich, Newman Compensation(SIE )9eTata Mcgraw Hill
2. Armstrong.& Murlis Reward Management A Handbook of Salary administration. London Kegan Paul
3. Bhattacharya, Compensation Management,Oxford Press
4. Tapomoy Deb Compensation Management,Excel Books
5. Garry Dessler, Human Resource Management,11e, Pearson Education
6. B D Singh Compensation and Reward Management Excel Books

## **HRSP 305: ORGANIZATIONAL CHANGE & INTERVENTION STRATEGIES**

### Course Objective

The objective of this course is to familiarize students with organizational change facilitators using the knowledge and techniques of behavioral science.

### Course Contents

1. Organization Change – an Overview;
2. Approaches to Problem Diagnosis;
3. Some Major Techniques of Planned Change;
4. Steps in OD, General OD Competencies, OD Skills;
5. Designing Interventions – Interpersonal Team, Intergroup and System;
6. Evaluation of OD;
7. Ethics of OD Professional;
8. Future of OD.

### **Suggested Readings**

1. Abad, Ahmad etc. Developing Effective Organization, 1980
2. De Nitish. Alternative Designs of Human Organizations. London Sage 1998
3. French, W.H. and Bell, C.H. Organization Development, PHI 1991
4. French, W.L. Organization Development Theory, Practice and Research, UBS 1990
5. Harvey D.F. and Brown, D.R. An Experiential Approach to Organization Development, PHI, 1990
6. Sinha Dharani P., Consultants and Consulting Styles, Vision 1982

## **HRSP 306: INDUSTRIAL RELATIONS & LABOUR LAW**

### Objective

Industrial Relations play an important role in organizations. Organisational efficiency and performance are intricately interlinked with industrial relations. This course will expose students to the conceptual and practical aspects of industrial relations at the macro and micro levels.

### Course Contents

1. Industrial Relations: Concept & Scope;
2. Industrial Relations Perspectives: Conflict model Vs. Collaboration model.
3. Globalisation and the emerging socio-economic scenario and Their impact on Industrial Relations. I.R and the State: Role of state.
4. Legal Framework of Industrial Relations. Trade Unions: philosophy and perspectives; history and structure of Trade Unions; Impact of Globalisation. Technology and economic reforms on Trade Unions. Emerging changes in Trade Unions.
5. Discipline and Disputes: Negotiation. Mediation, Arbitration - Works Committee. Conciliation. Board of Conciliation. Court of enquiry.
6. Labour Court, Industrial Tribunal. National Tribunal; Role of Judiciary & its impact on industrial relations.
7. Disciplinary procedures and Grievance Management machineries Industrial Disputes Act. Negotiation and Conflict vs Settlements. Productivity Bargaining and Gain Sharing.
8. Employee Empowerment, worker participation in Management and Their impact on Quality of Work Life and Industrial Relations.

### **Text Books**

1. Sen –Industrial Relation in India 2/e,2009 Macmillan Publishers
2. Sinha-Industrial Relations, Trade Unions, and Labour Legislation, Pearson
3. B D Singh, Industrial Relations and Labour Laws, Excel Books,2010
4. Monappa, Arun - Industrial Relations, 1e TMH 2007
5. Taxmann's, Labour Laws, 2010, Taxmann'

## **HRSP 307: COUNSELLING & GRIEVANCE**

### Objectives

This course aims at developing the professional counseling skills and grievance handling skills among the students.

### Course Contents

#### 1. Self-Development of Managers as Counselors

Barefoot Counseling

Assertiveness and Interpersonal Skills for Counselors

Counseling Relationship

#### 2. Development of Counseling Skill

Introduction to the Important Schools of Counseling

Psychoanalytic Foundations

Transactional Analysis

Gestalt Therapy

Rational Emotive Therapy

Person-Centered Approach to Counseling

An Integrated Model

Nonverbal Clues

#### 3. Counseling Interventions in Organizations

Empathy

Listening and Responding

Effective Feedback

Performance Counseling

Counseling in Problem Situations

Interpersonal Conflicts

Midlife Blues

Integration and Action Plan

#### 4. Concept of Grievance: Meaning and Definition, Causes/Sources of Grievances and how to locate them, Legislative Aspect of a Grievance Procedure,

#### 5. Need of a Grievance Procedure, Model Grievance Procedure: the machinery, procedure & Essence, Managerial Practices to Prevent Grievances, Union's Perspective on Grievance Resolution, Grievance Resolution: Case studies

### **Books**

1. Cormer, L.S. and Hackney, H. The Professional Counsellors Process Guide to Helping, PHI, 1987
2. MacLennan, Nigel. Counselling for Managers, Grover 1996
3. Moursund, J. The Process Of Counselling and Therapy, PHI 1990
4. Munro, C.A etc. Counselling: A Skills Approach, Methuen, 1990.

## **SPECIALIZATION: FINANCIAL MANAGEMENT**

### **FSP 303: Management of Financial Services**

#### Objectives:

The main objective is to help students to learn the various financial services and their role in the overall financial system.

#### Course Contents:

##### Module 1:

Financial Systems & Markets, Concept, Nature & Scope of Financial Services;

##### Module 2:

Regulatory Framework for Financial Services; Management of Risk in Financial Services;

##### Module 3:

Stock Exchange Operations; Mutual Funds; Merchant Banking Services: Managing of Issue Shares and bonds; Mobilizing of Fixed Deposits; Inter-Corporate Loans;

##### Module 4:

International Finance;

Other Financial services; Leasing & Hire Purchase; Debt Securitization; Housing Finance; Credit Rating; Credit Cards; Banking & Insurance; Venture Capital;

##### Module 5:

Factoring for Failing and Bill Discounting; Insurance; The Tax Environment and Financial Services; Pricing Financial Services.

#### **Books**

1. Bhalla, V.K. Management of Financial Services. Anmol, New Delhi 2001.
2. Bhalla, V K. & Dilbag Singh, International Financial Centres. New Delhi, Anmol, 1997
3. Ennew, C, Trevor Watkins & Mike Wright: Marketing of Financial Services, Heinemann Professional Pub, 1990
4. Gordan, E and K, Natarajan. Emerging Scenario of Financial Services, Himalaya Publishing House 1997
5. Meidan, Arthur Brennet, M. Option Pricing: Theory & Applications. Toronto, Lexington Books, 1983
6. Kim, Suk & Kim Seung. Global Corporate Finance, Miami, Kolb, 1993

## **FSP 304: Working Capital Management**

### Unit - I. Working Capital Management

Meaning, Concepts, Classification and Importance of working capital. Excess or Inadequate working capital, its disadvantages. Objective of working capital. Factors determining working capital requirements, Forecast of working capital requirement

### Unit - II. Working Capital Financing

Financing of working capital, Determining the working capital Financing Mix. New Trends in Financing of Working Capital by Banks

Reports:

- Dahejia Committee Report
- Tondon Committee Report
- Chore Committee Report
- Marathe Committee Report
- Chakravarty Committee Report
- Kannan committee Report

### Unit - III. Management of Cash

Nature of Cash, Motives of holding Cash, Cash Management, Managing cash Flows, Determining Optimum Cash Balance, Cash Management Models, Investment of Surplus Funds

### Unit - IV. Receivables Management

Meaning of Receivables. Cost of maintaining Receivables. Factors Influencing Receivables. Meaning, Objects and Dimensions of Receivable Management. Formation and Execution of Credit Policy. Formation and Execution of Collection Policy.

### Unit - V. Inventory Management

Meaning and Nature of Inventory. Purpose and Benefits of Holding Inventory. Risk and cost of Holding Inventory. Inventory Management - Tools, Techniques, Objective and Meaning. Determining Stock levels and safety stocks. EOQ, VED, and ABC Analysis. Inventory Turnover Ratios. Aging schedule of Inventory. Classification, Codification and valuation of Inventories.

### **Suggested Readings**

1. Bhalla V.K. Working Capital Management: Text & Cases, 4<sup>th</sup> ed., Delhi Anmol 2001
2. Hampton, J. J. & C. L. Wagner Working Capital Management, John Wiley & Sons, 1989
3. Mannes T. S. & J. T. Zietow Short term Financial Management, West Pub Co, 1993
4. Scherr, F. C. Modern Working Capital Management, Prentice Hall, 1989
5. Smith, Keith V, & G. W. Gallinger Readings on Short Term Financial Management, 3<sup>rd</sup> Ed, West Pub Co, 1988

## **FSP 305: Financial Decision Analysis**

### Objectives

The basic objective of this course is to impart an intensive knowledge and about the use of quantitative techniques in specified financial decision-making areas.

### Course Contents

#### Module 1:

Application of Linear Programming; Goal Programming; Regression Analysis & Simulation Technique in Financial Decision-Making Areas;

#### Module 2:

Corporate Debt Capacity Management Decision; Business Failure & Reorganization – Application of Multiple Discriminant Analysis; Decision Tree Analysis;

#### Module 3:

Capital Expenditure Decision under Conditions of Risk and Uncertainty; Cost-Volume-Profit Analysis under conditions of Uncertainty; Leasing V/s Borrowing Decisions; Sequencing of Decisions; Replacement Decisions;

#### Module 4:

Mergers & Acquisitions; Takeover Code; Goodwill & Valuation of Shares; Dividend Valuation Model; Determination of the Exchange ratio; Legal and Procedural Aspects of Merger Decision;

#### Module 5:

Specific Areas & Problems in the Area of Financial Decision Making; Estimation & Projection of Working Capital Decisions.

### **Suggested Readings:**

1. Bhalla, V.K. Financial Management & Policy, 2<sup>nd</sup> Ed, Anmol, Delhi, 1998
2. Bierman, Harold. Lease V/s Buy Decision. NJ, Prentice Hall Inc, 1982
3. Fogler, H & Ganpathy. Financial Econometrics, PHI 1982
4. Levy, H & Sarnat H. Capital Investment and Financial Decisions, PHI, 1982
5. Van Horne, James C. Financial Management & Policy, Prentice Hall of India, 1997



## **FSP 306: Security Analysis & Investment Management**

### Objectives

The basic objective of this course is to impart an intensive knowledge regarding the theory and practice of Security Analysis & Investment Decision Making Process.

### Course Contents

#### Module 1:

Investment – Return and Risk; Operations of Indian Stock Market; New issue Market; Listing of Securities;

#### Module 2:

Cost of Investing in Securities; Mechanics of Investing; Markets & Brokers; Investment Companies; Market Indices and Return;

#### Module 3:

Security Credit Ratings; Objectives of Security Analysis; Investment Alternatives; Valuation Theories of Fixed & Variable Income Securities; The Return to Risk and the Investment Decision; Government Securities;

#### Module 4:

Non-Security Forms of Investment; Real Estate Investment; Investment Instruments of the Money Market;

#### Module 5:

Stock Market Analysis – Fundamental and Technical Approach; Efficient Market Theory; Recent Developments in the Indian Stock Market.

### **Suggested Readings:**

1. Amling, Frederic. Investment. Englewood Cliff, NJ, PHI, 1983
2. Bhalla, V. K. Investment Management: Security Analysis & Portfolio Management, 8<sup>th</sup> Ed, New Delhi, S. Chand 2001
3. Fischer, Donald E & Jordan Ronald J. Security Analysis and Portfolio Management. 6<sup>th</sup> Ed, New Delhi, PH India, 1995.
4. Fuller, Russel J. and Farrell, James L, Modern Investment and Security Analysis. McGraw Hill, 1993
5. Haugen, Robert H. Modern Investment Theory. PHI 1987.
6. Huang Stanley SC & Randall, Maury R. Investment Analysis & Management, London, 1987
7. Sharpe, William F etc. Investment, PH India, 1997

## **FSP 307: Project Planning, Analysis & Management**

### Objectives

The basic objective of this course is to understand the framework for evaluating capital expenditure proposals, their planning and management in the review of the projects undertaken.

### Course Contents

#### Module 1:

Generation and Screening of Project Idea; Capital Expenditure; Importance & Difficulties;

#### Module 2:

Market Demand and Situational Analysis; Technical Analysis; Financial Analysis; Analysis of Project Risk; Firm Risk and Market Risk;

#### Module 3:

Social Cost Benefit Analysis;

#### Module 4:

Multiple Projects and Constraints; Network Techniques for Project Management; Project Review and Administrative Aspects;

#### Module 5:

Project Financing in India; Problem of Time and Cost Over-run in Public Sector Enterprises in India; Assessment of the Tax Burden; Environmental; Appraisal of Projects.

### **Suggested Readings:**

1. Ahuja, G.K. & Gupta, Ravi. Systematic Approach to Income Tax, Bharat Law House, 1997
2. Bhalla, V.K. Financial Management & Policy, 2<sup>nd</sup> Ed, Anmol, Delhi, 1998
3. Bhalla V.K. Modern Working Capital Management: Delhi Anmol 1997
4. Chandra Prasanna. Projects: Preparation, Appraisal, Budgeting and Implementation. 3<sup>rd</sup> Ed. Tata McGraw Hill. 1987
5. Dhankar, Raj S. Financial Management of Public Sector Undertakings, Westville, 1995

## **SPECIALIZATION: TOURISM MANAGEMENT**

### **TSM 303: Fundamentals of Tourism Industry**

#### Objectives

This course introduces learners to the concept of tourism, its fundamental nature, characteristics, linkages, dynamics and impacts. This is a basic course on which other courses are developed

#### Course Contents

##### Unit – 1

Introduction: concepts, definitions and historical development

Types of tourists: tourist, traveler, excursionists, forms of tourism: inbound, outbound, domestic, international. Nature and forms of Travel, its components and elements.

##### Unit - 2

Tourism system & push-pull factors.

Motivation for travel- basic travel motivators, early travel motivators, sociology of tourism

Determinants and motivations of tourism demand

##### Unit -3

Introduction to demand for tourism patterns. Patterns and characteristics of the supply of tourism. Seasonality & tourism

Organizations in tourism - need & factors, National Tourist Organizations,

##### Unit - 4

Impacts of tourism at the destination. its impact: sociocultural, environmental and economic  
Factors affecting the future of tourism business.

##### Unit – 5

Tourism policy and organizations; India's strategy for tourism during the XI plan period; ITDC, state tourism boards; etc.; Sustainable tourism development;

#### **Suggested Books:**

1. Introduction to Tourism : A.K.Bhatia
2. Tourism System : Mill R.C & Morrison
3. Tourism Development : R.Garther
4. Successful Tourism Management : Pran Nath Seth
5. Tourism- concepts and practices: Walker, John R. and Walker Josielyn T. Walker

## **TSM 304: Travel Agency & Tour Operations**

### Objectives

This course introduces learners to the concept of travel agency as well as the tour operations.

### Course Contents

#### Unit – 1

History and growth of Travel, Emergence of Thomas Cook & American Express. Definition of Travel Agency, Tour operation Unit. Brief History and development of Travel Trade in India and abroad.

#### Unit – 2

Functions of Travel Agency and Tour Operators with differentiations and inter-relationship of TA/TO. Tourism Intermediaries (direct & indirect).

#### Unit – 3

Different types of Tour operators, Different partners of tour operators, Brief study of ASTA, TAAI, IATO.

#### Unit – 4

Modern day travel agents and tour operators. Short study of Thomas cooks, American express, Cox & Kings, SOTC, TCI. Scope & role of retailers, travel organization. Guide – function, approval, problems of touts.

#### Unit – 5

Handling a client -WATA guidelines, your relation with service suppliers, Travel agency appointments, and International regulations.

### **Suggested Books:**

- 1.Successful Tourism Management: J.M.S.Negi
2. Travel &Tourism: Jagmohan Negi

## **TSM 305: Tourism Marketing**

### Objectives

This course has two objectives. One, it intends to introduce learner to the concepts of marketing especially in a service setting. Two, it applies the concepts of marketing to tourism businesses.

### Course Contents

#### Unit I

Introduction: Concept of business, strategy and role of marketing for competitive advantage for tourism businesses; Concept of value, customer satisfaction and service quality; Service quality Gaps Model.

#### Unit II

Understanding markets: Concepts of segmentation, targeting and positioning; Differentiation; tourism markets; Tourists types– leisure and business travellers; Tourism consumer behaviour and purchase considerations; Market research and intelligence.

#### Unit III

Product: Nature and type of tourism products; managing the tourism product; product decisions- new product development; Service bundling; Tourism Area Life Cycle (TALC); Branding and packaging decisions.

#### Unit IV

Marketing mix: Process- service blueprinting; Physical evidence- roles of physical evidence, dominant and peripheral goods as physical evidence; Place (Service logistics)- distribution options, managing channels, franchising; Managing People and internal marketing- internal marketing at a destination.

#### Unit V

Marketing mix: Pricing; Promotion- integrated marketing communication approach and promotional mix.

### **Textbooks:**

1. Chaudhary, Manjula (2010). Tourism Marketing. New Delhi: Oxford University Press.
2. Chowdhary, Nimit and Prakash, Monika (2005). A Textbook of Marketing of Services. New Delhi: Macmillan India Limited.
3. Dasgupta, Devashish (2010). Tourism Marketing. New Delhi: Pearson Education.
4. Middleton, Victor (2001). Marketing in Travel and Tourism, 3/e. New Delhi: Butterworth-Heinemann.
5. Kotler, Philip, Bowen, John and Makens James (2009). Marketing for Hospitality and Tourism. New Delhi: Prentice Hall/ Pearson Education.

## **TSM 306: Eco Tourism**

### Objectives

This course is designed to introduce concepts of eco-tourism and sustainability.

### Course Contents

#### Unit – 1

Introduction to Eco Tourism: Definition, Concept, Growth & Principles

Emerging Concepts: Eco / rural / agri/ farm/ green/ wilderness/ country side/ special interest tourism.

#### Unit - 2

Tourism: Environmental Relevance, Eco – tourism in 3rd World Countries – Problems, and proposed solutions, key steps to maintain tourism Eco- Friendly. Protected areas and ecotourism.

#### Unit – 3

Concept of carrying capacity, Sustainable development. Eco – tourism and community development.

Geographic Information System (GIS). Environmental Protection Act (EPA) of India

#### Unit - 4

Eco – tourism as a worldwide phenomenon

Concept and planning of eco – tourism destinations. Developing and implanting Eco tourism guidelines for wild lands and neighboring communities. Environment Impact Assessment ( EIA),

#### Unit - 5

International considerations, International Organisation dealing with preservation and conservation.

Conference, convention & declaration related to environments

- o Johannesburg
- o Rio – declaration ( Agenda 21)
- o Quebec declaration
- o Environmental Code of conduct

### **Suggested Books**

1. Global Eco Tourism, Prabhas Chandra, Kaniskha Publication.
2. International Eco Tourism Environment, Rules & Regulation, Probhas Chandra Kaniskha Publication.
3. Travel & Tourism, Cottman, VNR,
4. Tourism System- Introductory Text, Mik & Morrivon
5. Tourism & Sustainability, Mowforth, Routh Udge

## **TSM 307: Legal & Ethical Issues in Tourism Industry**

### Objectives

This course is designed to impart knowledge about the Legal & Ethical Issues in Tourism Industry.

### Course Contents

#### Unit – 1

Indian Contract Act, 1972, partnership Act, 1932. Companies Act 1956. Nature and types of companies.

Memorandum and Article of Association, Prospectus.

#### Unit- 2

Consumer Protection Act and Tourism. MRTP Act applicable to tourism as consumers, FEMA – 1999, The passport Act, Foreigners' Act, Foreigner's Registration Act.

#### Unit – 3

Tourism Bills of Right, Manila Declaration, Acapulco Document. Travel Insurance, Passport, Visa and Health regulations. Custom and currency regulations.

#### Unit – 4

Unseen Monuments (Sites and Remains) Act 1958

Antiquities and Art Treasure Act 1972

Convention concerning the Protection of the World Cultural and Natural Heritage 1972, UNESCO.

#### Unit – 5

Ethics in Tourism, Tourism Code of Conduct, Bermuda Agreement, Five Freedom Agreement Do's and Don'ts in Tourism. Responsibilities of all the stake holders of Tourism

### **Suggested Books:**

- 1.The Business of Travel agency Operation & administration – D.L.Foster
2. The Indian Travel agents – Malik, harish & Chandra

## **SPECIALIZATION: RETAIL MANAGEMENT**

### **RTM 303: Retail Marketing & Strategy**

#### Objectives

This course introduces learners to the concept of retail marketing and strategy

#### Course Contents

##### Unit 1

Introduction to Retailing: Introduction, Meaning of Retailing, Economic Significance of Retailing, Retailing Management Decision Process, Product Retailing vs. Service Retailing, Types of Retailers, Retailing Environment, Indian vs. Global Scenario

##### Unit 2

Retail Marketing Environment- Introduction, Understanding the Environment, Elements in a Retail Marketing Environment, Environmental Issues

##### Unit 3

The Retail Marketing Segmentation: Introduction, Importance of Market, Segmentation in Retail, Targeted Marketing Efforts, Criteria for Effective Segmentation, Dimensions of Segmentation, Positioning Decisions, Limitations of Market Segmentation

##### Unit 4

Retail Marketing Strategies: Introduction, Target Market and Retail Format, Strategy at different levels of Business, Building a Sustainable Competitive Advantage, the Strategic Retail Planning Process, Retail Models, Retail “EST” model

##### Unit 5

Private Branding in Retail-Introduction, Retail Pricing- Introduction, Establishing Pricing Policies, Factors Influencing Pricing, Pricing Strategies, Psychological pricing, Mark-up and Mark-down Pricing Retail marketing strategic alternatives.

#### **Suggested Books:**

Levy, M. and Weitz, B.A. (2004). Retail Management, 5th Edition, Mc-Graw Hill

Kotler, Keller, Koshy, Jha, Marketing Management– A South Asian Perspective, Pearson, 13th Edition, 2008.

Kurtz, Principles of Marketing, Cengage Learning, India, 2008

S. Neelamegham, Marketing In India, 3rd Edition, Vikas publishing house, 2009



## **RTM 304: HR in Retail**

### Module 1

Definition, Concept, Evaluation and Relevance of HRM. Human Resource Functions, HRM in Indian and Global Scenario. Human Resource Policies.

### Module 2

Human Resources in Retail organization; Motivation & Training needs for employees; Coaching to fix weakness

### Module 3

Top grading - Obstacles to Top-Grading; Astronomical Costs of MisHires; Company killers and Company Derailers; Recruitment Best Practices; CIDS (Chronological in Depth Structure) based Model;

### Module 4

Objectives and Process of Performance Appraisal Systems, Performance verses Potential Appraisal

### Module 5

Laws & Regulations involved in HR. Avoiding Legal Problems: Bulletproof Approach.

### **Suggested Readings:**

- 1 Bohlander, Human Resource Management, 14th edition Cengage Learning, India, 2009
- 2 Dessler, Verckey, Human Resource Management, Pearson Education, 2009
- 3 Monir H. Tayeb, International Human Resource Management, Oxford, 2009
- 5 Patnaik, Human Resource Management, 3rd edition, PHI, 2009

## **SPECIALIZATION: BUSINESS ANALYTICS**

### **BASP 303: Business Statistics**

#### Objectives

This module is aimed at providing participants with the most often used methods of statistical analysis along with appropriate statistical tests. The module is oriented towards application rather than the theoretical aspects.

#### Course Contents

Different types of data; Data summarization methods; Tables, Graphs, Charts, Histograms, Frequency distributions,

Relative frequency measures of central tendency and dispersion; Box Plot; Chebychev's inequality

Basic probability concepts, Conditional probability, Bayes Theorem, Probability distributions,

Continuous and discrete distributions, Sequential decision-making

Sampling and estimation: Estimation problems, Point and interval estimates

Hypothesis testing: Null and alternate hypotheses; Types of errors, Level of significance, Power of a test, ANOVA Test for goodness of fit, Non-parametric tests.

## **BASP 304: Predictive Analysis**

Predictive analytics search for patterns found in historical and transactional data to understand a business problem. Objective of this module is to understand how regression and forecasting models can be used to analyse real-life business problems.

### Course Contents

Simple linear regression: Coefficient of determination, Significance tests, Residual analysis, Confidence and Prediction intervals

Multiple linear regression: Coefficient of multiple coefficient of determination, interpretation of regression coefficients, Categorical variables, heteroscedasticity, Multi-collinearity, outliers, Auto regression and Transformation of variables

Logistic and Multinomial Regression: Logistic function, Estimation of probability using logistic regression, Deviance, Wald Test, Hosmer Lemshow Test

Forecasting: Moving average, Exponential smoothing, Trend, Cyclical and seasonality components, ARMA (autoregressive integrated moving average).  
Application of predictive analytics in retail, direct marketing, health care, financial services, insurance, supply chain, etc.

## **BASP 305: Optimization Analytics**

### Objectives

Optimization models are methods of arriving at optimal or near optimal decisions for a given set of managerial objectives under various constraints. The objective of the module is to acquaint participants with the construction of mathematical models for managerial decision situations and use freely available Excel Solver to obtain solutions and interpret the results.

### Course Contents

Introduction to Operations Research (OR), linear programming (LP), formulating decision problems using linear programming, interpreting the results and sensitivity analysis.

Multi-period LP models. Applications of linear programming in product mix, blending, cutting stock, transportation, transshipment, assignment, scheduling, planning and revenue management problems. Network models and project planning.

Integer Programming (P) problems, mixed-integer and zero-one programming. Applications of P in capital budgeting, location decisions, contracts.

Multi-criteria decision making (MCDM) techniques: Goal Programming (GP) and analytic hierarchy process (AHP) and applications of GP and AHP in solving problems with multiple objectives.

Non-linear programming, portfolio theory.

## **SPECIALIZATION: INFORMATION SYSTEMS MANAGEMENT**

### **SSP 303: Management Information Systems**

#### Objectives

The objective of this course is to help the student acquire the basic knowledge of information system so as to enable them to make more efficient use of information for decision making.

#### Course Contents

1. The meaning and use MIS, System View of Business, Process of MIS, Development of MIS within the organization, Management Process, Information Needs, System Approach in Planning Organizing and Controlling MIS.
2. Planning, Implementation and Controlling of Management Information System.
3. Fundamentals of Data Processing, Computer Operation of Manual Information System, Components of Computer Systems, Flow Chart, Conversion of Manual to Computer Based Systems, Computer Systems Software, Application Software, Telecommunication Modem.
4. Managerial Decision Making, characteristics and components of Decision Support System.
5. System Design: System design consideration, input/output design, forms design, file organization and database, data management, file design, program design, control and security.

#### **Text Reading**

1. Laudon, Management Information Systems: Managing the Digital Firm, 11/e, Pearson
2. Sushila Madan, Management Information System, 2010, Taxmann's
3. Goyal, Management Information System 3/e, 2010 Macmillan Publishers
4. Arora & Bhatia Management Information Systems, 2010, Excel Books
5. Kumar & Gupta Management Information Systems 2010, Excel Books
6. Pearlson, Managing and using Information Systems, 3rd edn , 2009, Wiley

## **SSP 304: Management Support Systems**

### Objectives

This course has been designed to develop an understanding of the concepts and application of Information technology based Management Support Systems.

### Course Contents

Overview of CBIS Applications; Decision Making Concepts – A need for Decision Support; Decision Modeling Exercises; Role of Decision Support Systems in Business; Modeling in Decision Support; Spreadsheet Software Systems as DSS tool; Development of Planning Models in Various Functional Areas; Introduction to integrated Financial Planning System for Financial Modeling. Group Decision Support Systems; Use of DSS technology for Marketing, Finance, Production & HRM; Modeling of Multi-Objective and Analytic Hierarchy Process. Artificial Intelligence, Need & Application; AI Based Systems; Fuzzy Knowledge in Rule based systems; Expert System Shells; Working on an Expert System Shell; Development of a Expert System Model for a Functional Area. PROLOG – A tool for AI Programming. Executive Information Systems and their Applications.

### Readings:

1. Bratko, Ivan. Prolog: Programming for Artificial Intelligence. Addison Wesley, 1990
2. Davis, Michael W. Decision Support. PHI 1988
3. Sprague, Ralph H. Decision Support For Management. PHI 1995
4. Turban E. Decision Support & Expert Systems. MacMillan 1990.
5. Rolph, Paul. How to choose and Use an Executive Intelligence System, Viva Books

## **SSP 305: Relational Database Management Systems using ORACLE**

### Objectives

The objective of this course is to help students to understand the basics of Relational Database Management System, and back-end Tool using ORACLE and their use in organization and processing complex business information.

### Course Contents

#### Module 1.

Database Management Systems: Data, Database, Database Management Systems, Types of Database Management Systems – Relational, Hierarchical, Network, and Object oriented database management systems, Entity Relationship Model (E-R Model) Normalization Theory, Codd's Rules for RDBMS.

#### Module 2.

Relational Database Management Systems: Concepts of RDBMS, Components of RDBMS, Introduction to SQL, Data Definition language, Data Manipulation Language, Query Language, Data Control Language, Cartesian Product and Joins, Use of Union, Intersection, Minus, SQL operators and functions, SQL select statement and type of queries, In, Exists, Group by Having and Like clause in SQL, View, Sequence and synonyms SQLPLUS, creating reports using SQLPLUS.

#### Module 3.

SQL/PLSQL: Introduction to PL/SQL, The PL/SQL block constructs, using variables and SQL statement in the PL/SQL block, PL/SQL constructs like If..Else..Endif, Loop. .Endloop, while loop etc. working master detail relationship, writing triggers informs and creating list of values with cursors, creating and using stored functions, procedures and packages.

#### Module 4.

Advanced Database Concepts: Data mining, data warehousing-design, basic principles, OLAP, transaction management, failure & recovery.

### **Text Readings**

1. Dasgupta, Database management System, Oracle, SQL&PL/SQL 2010, PHI, Learning
2. Deshpande, SQL & PL/SQL for Oracle 10g Black Book, 1st Edn, 2007, Dreamtech
3. Ramez Elmasri & Shamkant B. Navathe, "Fundamentals of Database Systems", Addison-Wesley, New Delhi, Harrison-Oracle Performance Survival Guide A Systematic Approach to Database, 2010 Pearson

## **SPECIALIZATION: PRODUCTION & OPERATION MANAGEMENT**

### **POSP 303: Strategic Technology Management**

#### Objectives

Objective of this course is to provide the students exposure to the concepts of technology management, and technology management issues like technology development, acquisition, absorption, diffusion and technology support systems.

#### Course Contents

Module 1. Technology Issue and Implications: Concepts and Definition, Aspects and Issues,  
Module 2. Technology Change: Implication  
Module 3. Technology Development and Acquisition: Forecasting and Decasting, Identifying  
Module 4. Technological Change, Generation and Development and Technology Transfer..  
Module 5. Technology Absorption and Diffusion: Absorption: Accommodate and Management  
Module 6. Technological Change, Evaluation and Assessment and Diffusion  
Module 7. Technology Environment: Science and Technology in India, Policies, Linkages.  
Module 8. Technology Support Systems: Financing, Information Systems, Organization at Enterprise Level.

#### **Text Books**

1. Khalil, Tarek, Management of Technology, 1e TMH 2009
2. Burgelman, Robert, Strategic Management of Technology & Innovation, 4e TMH 2009
3. Narayanan, Managing Technology and Innovation for Competitive Advantage, 2010, Pearson
4. White, The management of Technology and Innovation 1st 2008 Cengage Learning
5. Frenzel, Management of information Technology, 4th, 2008 Cengage Learning
6. Tidd, Managing Innovation: Integrating Technological Market and Organizational Change, 2006 Wiley



## **POSP 304: Product Innovation & Planning**

### Objectives

Improve the understanding of and competence in making product-market choices, managing brands, and managing new product introduction. Explore the emerging concepts, techniques, and analytical approaches relevant to the above areas. The emphasis will be on the application of concepts and tools used in PPC for achieving efficiency and quality superiority.

### Course Contents

#### Module 1.

Product strategy Proposed Product Planning Model-Setting Objectives, Monitoring the Environment, Situation Analysis,.Development of a Product/Market Program, Product Mix Strategy. Analysis of product line and product mix decisions.

#### Module 2.

Idea generation, concept and product development and evaluation, and business analysis. Characteristics of Successful Product Development, New Product Development Process and Organizations.

#### Module 3.

Testing products and other critical elements of marketing mix. Test Marketing Objectives, Limitations of Test Marketing, Design Consideration in Test Marketing, Alternatives to test Marketing Procedures, Product Launch Tracking, Relaunch. Test market planning, evaluation, and introduction strategies.

#### Module 4.

Materials Planning and Control: Input Required for Materials Planning and Control, Steps in Materials Planning and Control, Techniques of Materials Planning and Control, Machining Allowances, Make or Buy Decision, Scientific Stock Control Techniques (Inventory Control Models).

#### Module 5.

Factors Influencing Process Planning: Step in Process Planning and Process Selection.

#### Module 6.

Manufacturing resource planning (MRP II): Introduction, Aggregate production planning, master production scheduling, MRP II (Introduction, concepts), MRP II with Just in Time, choice of software, making MRP II system work, achieving business objectives with MRP II.

#### Module 7.

Scheduling: Factors Influencing Scheduling, Working and Scheduling Charts, Job Sequences (n job on two machines, n job on three machines), Project Scheduling, Critical Ratio Scheduling.

#### Module 8.

Capacity Planning: Capacity Planning, Integrated Production Planning and Control.

### **Text Books**

1. Saaksvuori,Product Lifecycle Management, 2nd edn ,2009, Wiley

2. Stephen N Chapman, Fundamentals of Production, Planning and Control, 1st Edition, 2007
3. Alan Muhlemann, Production and Operations Management, 6th Edition, 2007
4. R K Srivastava, Product Management & New Product Development, 2010, Excel Books

## **POSP 305: Work Study & Productivity**

### Objectives

The objective of the course is to expose students to the of productivity and various techniques of time and motion study, and help them develop abilities and skills required for the enhancement of value and productivity.

### Course Contents

#### Module 1.

Concepts and Definition of Productivity, Productivity Improvement Factors (Both Internal and external to the Organization)

#### Module 2.

Work Content of a Job, Management Techniques to Reduce Work Contents and Ineffective Time.

#### Module 3.

Human Aspects in Application of Work. Study.

#### Module 4.

Introduction and Selection of Jobs, Flow Diagram, String Diagram, Flow Process Chart, Multiple Activity Chart, Travel Chart ..

#### Module 5.

Principles of Motion Economy, Classification of Movements, Micro Motion' Study, Simo-chart.

#### Module 6.

Purpose, Use Techniques and Procedure of Work Measurement, Time Study.

#### Module 7.

Studied and Making a Time Study, Rating, Allowance, Techniques of Work, measurement, Activity

#### Module 8.

Sampling, Synthesis, Analytical Estimating, Predetermined motion Time Systems.

### **Text Readings**

1. Barnes, Motion and Time Study Design and Measurement of Work, 2009, Wiley International Labour Office, Geneva.
2. Introduction to Work Study, Universal Book Corporation, 3rd Revised Ed.

## **SPECIALIZATION: MEDIA MANAGEMENT**

### **MEDSP 303: Principles of Mass Communication**

#### Module 1:

Nature and process of human communication, functions of communication, verbal and nonverbal communication, intra-personal, inter-personal, small group, public and mass communication.

#### Module 2:

Models: SMR, SMCR, Shannon and Weaver, Lasswel, Osgood, Dance, Schramm, Gerbener, Newcomb, convergent and gate-keeping, communication and socialization.

#### Module 3:

Nature and process of mass communication, media of mass communication, characteristics and typology of audiences.

#### Module 4:

Media systems and theories: authoritarian, libertarian, socialistic, social-responsibility, development, participatory. Mass media: public opinion and democracy. Media culture and its production. Media organizations, media content, market – driven media content – effects, skyvasion, cultural integration and cultural pollution.

#### Module 5:

Issues of media monopoly – cross-media ownership; Ownership patterns of mass media, ethical aspects of mass media, freedom of speech and expression, right to information, media and social responsibility, media accountability, infotainment and ICE.

## **MEDSP 304: Media Agency & Management**

1. Account management: Structure of an ad agency, functions of different departments, types of ad agency, Client servicing, Characteristics of services, 7 P's of services, Stages in client-agency relationship, Issues in client servicing, Understanding the client's business, Conflict resolution accountability, Negotiation process
2. Marketing plan of the client, understanding client's marketing strategy, Outlining Marketing problem/opportunity, Marketing objectives as stated by the client, Profit objective / Sales and market share objective, Setting advertising objective, STP, Constraints on strategy formulation and implementation, Setting evaluation criteria
3. Agency Finances, Sources of income, Expenditure heads of an agency, Modern systems of financial planning followed by leading agency, Setting the overall advertising and promotion budget, Setting evaluation criteria, Client's evaluation of the agency, Areas of evaluation
4. Setting up an Agency, Nature of agency business, Stages in setting up a new business, Concept development, Environmental scanning, Market feasibility, Financial feasibility, Making a business plan, Growing the Agency, New Business Development, CRM ( Customer relationship management), Digital advertising, Growth with existing and new clients, Speculative Pitches
5. Sales Promotion Management, Importance and role in marketing, Promotional objectives, Profit objectives, Market share objectives, Trade, retail and consumer promotion, Consumer Franchise building versus Non-Franchise building promotion, Consumer Sales Promotion tools, Measuring the effectiveness of Promotional Tools

## **SPECIALIZATION: PHARMA MANAGEMENT**

### **PHRSP 303: Management Concepts in Pharma**

#### Objectives

The objective of this course is to develop an understanding of functions of management and the concepts, theories and techniques in the field of pharma.

#### Course Contents

Management meaning nature and significance; Approaches to management, functions of a manager, planning: nature type and significance of planning, planning process; Management by objectives- process, benefits and limitations.

Organisation: meaning, nature and importance, principles of organization, different forms of organization structure; form of different business organizations (corporate & non-corporate); Departmentation- meaning and various bases of departmentation. Centralization and Decentralization. Staffing: meaning, objectives and process of staffing.

Leadership: Meaning, style and theories of leadership; Motivation- meaning, importance and theories of motivation, tools of Motivation

Communication- Concept, importance and process of Communication, types of communication, barriers to communication, developing effective communication. Control- meaning, characteristics, process of control, control techniques.

Organizational Culture - concept, importance and components of culture. Quality of work life.

Organisational Conflict - meaning, features and types of conflict, conflict resolution.

Organisational change- meaning and nature of work change, resistance to change, management of change.

Organisational development-concept, pre-requisites and steps in organizational development.

Introduction to Pharma entrepreneurship, Characteristics of a successful entrepreneur, Entrepreneur v/s Managers, Exploring the opportunities in new products and processes  
Identification of opportunity in the Medical fraternity, related case studies, Feasibility Analysis and Preparing a Business Plan based on medical facilities - Case Studies in Pharmacy, Diagnostic Centre, Medical Equipment, Medical Apparatus, Medical Counselling, etc.

#### Readings:

1. Stephen P. Robbins, David A. Decenzo, Sanghmitra Bhattacharya, 7 Madhushree Nanda Agarwal, Fundamentals of Management, Pearson Education, 2009
2. Kreitner, Management Theory and Applications, Cengage Learning, India, 2009

3. Robbins, Management, 9th edition Pearson Education, 2008,
4. Griffin, Management Principles and Applications, Cengage Learning, India First Edition
5. Harold Koontz, O'Donnell and Heinz Weihrich, Essentials of Management. New Delhi, Tata McGraw Hill, 2006
6. Entrepreneurship - Rajeev Roy. Oxford Univ Process

## **PHRSP 304: Pharma Marketing**

### Objectives

The course aim is to provide and understanding of marketing concepts and techniques and the application of the same in the pharmaceutical industry.

### Course Contents

#### Module 1:

Marketing: Meaning, concepts, importance and emerging trends; Marketing environment; Industry and competitive analysis, Indian Pharmaceutical Industry; Analyzing consumer buying behavior; industrial buying behavior, Pharmaceutical market segmentation & targeting.

#### Module 2:

Product Decision- Meaning, Classification, product line and product mix decisions, product life cycle, product portfolio analysis; product positioning; New product decisions; Product branding, packaging and labeling decisions, Product management in pharmaceutical industry.

#### Module 3:

Pricing- Meaning, importance, objectives, determinants of price; pricing methods and strategies, issues in price management in pharmaceutical industry. An overview of DPCO (Drug Price Control Order) and NPPA (National Pharmaceutical Pricing Authority).

#### Module 4:

Pharmaceutical marketing channels: Designing channel, channel members, selecting the appropriate channel, conflict in channels, physical distribution management: Strategic importance, tasks in physical distribution management.

#### Module 5:

Promotion- meaning and methods, determinants of promotional mix, promotional budget; an overview - personal selling, advertising, sales promotion and public relations. Strategic marketing planning; Marketing implementation and evaluation.

### **TextBooks:**

1. Philip Kotler and Kevin Lane Keller: Marketing Management, Prentice Hall of India, New Delhi
2. Walker, Boyd and Larreche : Marketing Strategy- Planning and Implementation, Tata MC Graw Hill, New Delhi.
3. Dhruv Grewal and Michael Levy: Marketing, Tata MC Graw Hill
4. Rajan Saxena: Marketing Management; Tata MC Graw-Hill (India Edition)
5. Shanker, Ravi: Service Marketing, Excell Books, New Delhi
6. Subba Rao Changanti, Pharmaceutical Marketing in India (GIFT – Excel series) Excel Publications.



## **PHRSP 305: Pharmaceutical Ethics**

### Objectives

This course – a one of its kind at Kolkata – introduces students to a vital subfield of ethics focusing on patent and regulatory law in the pharmaceutical sectors.

### Course Contents

#### Module 1:

The Nature and Purpose of Ethical Reflections: Introduction, Definition of Ethics, Moral Behavior, Characteristics of Moral Standards. Business Ethics: Mediating between Moral Demands and Interest, Relative Autonomy of Business Morality, Studies in Business Ethics, Role of Ethics in Business, Theory of Voluntary Mediation, Participatory Ethics.

#### Module 2:

Moral Responsibility: Introduction; Balanced Concept of Freedom, Individual Responsibility, Implications related to Modern Issues, Public Accountability and Entrepreneurial Responsibility, Moral Corporate Excellence, Corporate Responsibility.

#### Module 3:

Business Ethics and Individual Interest: Interest based Outlook, Impact of Interest on Moral Goals and Moral Principles, Utilitarian Views on Business Ethics, Enlightened Egoism.

#### Module 4:

Duty ethics in the Business Environment. Personal and Managerial Effectiveness in Indian Thoughts - Management of the Self –Management of Body, Thoughts and Emotions; Interpersonal and Group Effectiveness.

#### Module 5:

Regulations for laboratory animal care and ethical requirements. Knowledge of CPCSEA Performa for performing experiments on animals. Alternatives to animal studies  
Ethical issues in clinical trials: Principal, responsible conduct, supervision of ethics, (Informed Consent, Institutional Review Board, Protection of participants, The Nuremberg Code, The Declaration of Helsinki, The Belmont Report

### **Books:**

1. Pharmacy Law and Ethics by Dale and Appelbes, The Pharmaceutical Press, Joy Winfield
2. Weiss, Business Ethics concept & cases, 1st edition, 2009, Cengage Learning
3. Velasquez, Business Ethics, Concepts & Cases, 6th edition, 2009, PHI
4. Murthy, Business Ethics, 2009, Himalaya Publishing House

## Fourth Semester

Students can opt for **Dual specialization – Major & Minor**. They are required to choose three electives for Major and two electives for Minor.

Sr No.	COURSE CODE	SUBJECT	PERIODS			CREDIT
			L	T	P	
<b>CORE</b>						
1	MBA 401	Strategic Management	3	0	0	3
2	MBA 402	International Business	2	0	0	2
3	MBA 403	GRAND VIVA VOCE	0	2	4	3
4	MBA 404	Major Research Project (MRP) PHASE-2 (with extensive exposure to and interaction with Industry)	0	0	4	2
<b>SPECIALIZATIONS</b>						
<b>MARKETING MANAGEMENT</b>						
5	MKTSP 403	International Marketing	3	0	0	3
6	MKTSP 404	Digital Marketing	2	0	2	3
7	MKTSP 405	Services Marketing	3	0	0	3
8	MKTSP 406	Industrial Marketing	3	0	0	3
9	MKTSP 407	Rural Marketing	3	0	0	3
<b>HUMAN RESOURCE MANAGEMENT</b>						
10	HRSP 403	Human Resource Development	3	0	0	3
11	HRSP 404	Learning & Knowledge Management	3	0	0	3
12	HRSP 405	Organizational Development	3	0	0	3
13	HRSP 406	Global HR & Diversity Management	3	0	0	3
14	HRSP 407	HR Analytics	2	0	2	3
<b>FINANCIAL MANAGEMENT</b>						
15	FSP 403	Financial Derivatives	3	0	0	3
16	FSP 404	International Financial Markets	3	0	0	3
17	FSP 405	International Financial Management	3	0	0	3
18	FSP 406	Corporate Taxation	3	0	0	3
19	FSP 407	Management Control System	3	0	0	3
<b>TOURISM MANAGEMENT</b>						
20	TSM 403	Strategic & Quality Management in Tourism	3	0	0	3
21	TSM 404	Tourism Product	3	0	0	3
22	TSM 405	International Tourism	3	0	0	3
23	TSM 406	IT & E-Tourism	2	0	2	3
24	TSM 407	Tourism Geography	3	0	0	3

RETAIL MANAGEMENT						
25	RTM 403	Retail Selling Skills & Sales Management	3	0	0	3
26	RTM 404	Supply Chain Management & Warehousing	3	0	0	3
27	RTM 405	Store Design & Visual Merchandising	3	0	0	3
28	RTM 406	IT & E-Retailing	2	0	2	3
29	RTM 407	International Retailing	3	0	0	3

Sr No.	COURSE CODE	SUBJECT	PERIODS			CREDITS
			L	T	P	
BUSINESS ANALYTICS						
30	BASP 403	Stochastic Models	2	0	2	3
31	BASP 404	Advanced Analytics I	2	0	2	3
32	BASP 405	Advanced Analytics II	2	0	2	3
INFORMATION SYSTEMS MANAGEMENT						
33	SSP 403	Business Process Re-Engineering	3	0	0	3
34	SSP 404	Strategic Management of Information Technology	3	0	0	3
35	SSP 405	Computer Networks	3	0	0	3
PRODUCTION & OPERATION MANAGEMENT						
36	POSP 403	Production Planning & Control	3	0	0	3
37	POSP 404	Total Quality Management	3	0	0	3
38	SSP 403	Business Process Re-Engineering	3	0	0	3
PHARMA MANAGEMENT						
39	PHRSP 403	Regulations in Pharma Industry	3	0	0	3
40	PHRSP 404	Packaging in Pharma	3	0	0	3
41	PHRSP 405	International Regulatory Environment	3	0	0	3
MEDIA MANAGEMENT						
42	MEDSP 403	Print & Electronic Media	2	0	2	3
43	MEDSP 404	Public Relations and Channels	3	0	0	3
44	MEDSP 405	Media Ethics & Laws	3	0	0	3
PRACTICAL						
45		BASE	0	0	2	1
46		SKILLX	0	0	2	1
47		Presentations	0	0	2	1
		<b>Total Credits</b>				<b>28</b>

- “Business Aptitude and Skill Enhancement” (BASE):  
The “Business Aptitude and Skill Enhancement” (BASE) constitutes the package of additional value added certification programs conducted through various external/ internal certifying agencies by These optional certification programs will be conducted within or after the university hours and the students have the advantage of customized pricing depending on the package they choose. The students have to pay for BASE in addition to the usual university fees.
- The Following Courses, Certifications and tours are integral part of the BASE Curriculum (As per the requirement of the course offered):
  1. SAP – Navigation through DBS –SAP University alliance certification
  2. NSE (NISM certification- Stock & Share Markets)
  3. Business English Cambridge Certificate / French Language
  4. Risk Management and Insurance Certification III
  5. Orientation on Advance Excel, SPSS, Big Data Management
  6. Six Sigma Certification
  7. Computerized Accounting – Tally 9.0 ERP
  8. PHP Training
  9. One week corporate and fun tour
  10. Art of living Program
- Further on the basis of specialization chosen students get to choose one of the following:
  1. Workshop on Social Media Marketing (For marketing Specialization)
  2. NSE (NCFM / NISM certification - Derivatives) (For Finance Specialization)
  3. Workshop on online statutory compliances (PF and ESIC) / Recruitment. (For HR Specialization)
- There shall be a Minimum 8 weeks and maximum 11 weeks Summer Internship Programme (SIP) after II Semester Examination.
- The student shall submit duly approved synopsis of Major Research Project (MRP) and Initial Information Report (IIR) of Summer Internship Programme (SIP) within 15 days from the completion of MBA II semester examination. During the entire III semester & IV Semester the student shall undertake the MRP with extensive exposure to and interaction with Industry under the guidance of a faculty and Industry guide. The University’s endeavor is to make the course more application and research based giving due emphasis to theory.
- The teacher can exercise his/her discretion to teach cases mentioned in the syllabus or a more relevant one of his and her choice.

## *Course Objective*

The objective of this course is to enable students integrate knowledge of various functional areas and other aspects of management, required to develop strategies based on organizational perceived opportunities and threats.

## Course Contents

### Module 1.

Meaning, Need and Process of Strategic Management; Business Policy, Corporate Planning and Strategic Management; Single and Multiple SBU organizations; Strategic Decision-Making Processes – Rational-Analytical, Intuitive-Emotional, Political – Behavioral; Universality of Strategic Management.

### Module 2.

Mission, Business Definition and Objectives; Need, Formulation and changes; Hierarchy of objectives, Specificity of Mission and Objectives.

### Module 3.

SWOT Analysis, General, Industry and International Environmental Factors; Analysis of environment, Diagnosis of Environment – factors influencing it; Environmental Threat and opportunity Profile (ETOP); Internal Strengths and Weaknesses; Factors affecting; techniques of Internal Analysis; Diagnosis of Strengths and Weaknesses; Strategic Advantage Profile (SAP).

### Module 4.

Strategy Alternatives, Grand Strategies and their sub strategies; Stability, Expansion, retrenchment and Combination; Internal and External Alternatives; Related and Unrelated alternatives, Horizontal and Vertical Alternatives; Active and Passive Alternatives; International Strategy Variations.

### Module 5.

Strategic Choice and Analysis; Managerial Choice Factors, Choice Processes – Strategic Gap Analysis, ETOP-SAP Matching, BCG Product – Portfolio Matrix, G.E. Nine Cell Planning Grid; Contingency Strategies; Prescriptions for choice of Business Strategy; Choosing International Strategies.

### Module 6.

Strategy Implementation, Concept, Barriers, Implementation Process; Project & Procedural Implementation, Resource Allocation; Structural Implementation; Plan and Policy Implementation; Leadership Implementation; Behavioral Implementation, Implementing Strategy in International Setting.

### Module 7.

Strategy Evaluations and Control, Control and Evaluation Process; Motivation to Evaluate; Criteria for Evaluation; Measuring and Feedback; Evaluation and Corrective Action.

## **Text books:**

1. Kazmi Azhar Strategic Management and Business Policy, 3e, 2009Tata McGraw Hill

2. Lomash & P.K. Mishra Business Policy & Strategic Management Vikas Publication
3. Alpana Trehan Strategic Management 1st edn 2010 Dreamtech,
4. Parthasarthy, Fundamentals of Strategic Management, 2008, Wiley India
5. Nag Strategic Management Analysis, Implementation, Control. 2011, Vikas Publication

### *Course Objectives:*

The purpose of this paper is to enable the students learn nature, scope and structure of International Business, and understand the influence of various environmental factors on international business operations, international strategic management & international trade policies and framework.

### *Course Curriculum:*

#### Module 1:

International Business & Environment- Nature, importance and scope; Modes of entry in to International Business; Frame work for analyzing international business environment; Economic, Technological, Socio-cultural, Political and legal environment; International Economic Environment-- International financial system; Institutional support to International Business-- UNO, IMF, World Bank; UNCTAD; WTO, Multinational Corporations: Conceptual Frame work of MNCs; Recent Developments in International Business: Ecological issues; Social aspects.

#### Module 2:

Concept and Role of Strategy; The Strategic Management Process; Strategic Intent; Concept of Strategic Fit, Global Strategy and Global Strategic Management; Global Environmental scanning techniques- ETOP, PEST and SWOT (TOWS) Matrix; Michael Porter's Framework; Strategic Group Analysis; International Product Life Cycle (IPLC); International entry options; Multi-country and global strategies; Outsourcing strategies. Corporate Governance in Global Context.

#### Module 3:

Reasons for international trade: Mercantilist and neo-mercantilist view; Theories of international trade; Foreign trade multiplier; Terms of trade. FDI in the world economy, Government Policy Instruments and FDI; Foreign debt situation. India's foreign trade and investment policy; Export promotion measures and infrastructure support; Institutional arrangements for export promotion; Export processing/special economic zones, 100% EOUs, NAFTA, EU, SAARC, ASEAN.

#### Module 4:

EXIM Policy Framework and Foreign Exchange Regulations; FEMA; Trade contract and trade terms; INCO terms, Export Payment Terms, EXIM Operations and Documentation, Risk Management: Cargo Risk and Credit Risk, Export Clearance: Central Excise Clearance and Custom Clearance; Central Excise Act and Rules, Central Excise Tariff Act; Procedures and documentary requirements. Export Custom Clearance Procedure. Legal framework – Customs Act 1962; Customs Tariff Act 1975; Foreign Trade (Development an Regulations) Act 1992.

### **Suggested Readings:**

1. Bennet, Roger, International Business, Financial Times, Pitman Publishing, London.

2. Danoes, John D. and Radebaugh, Lee H., International Business: Environment and Operations, Addison Wesley, Readings.
3. Ungson, G.R. and Yim-Yu-Wong, Global Strategic Management, M.E. Sharpe.
4. Davidson, W.H., Global Strategic Management, John Wiley, New York.
5. Hazari, R. Bharat, Micro Economic Foundations of International Trade, Croom Helm, London
6. Export-import Policy and Other Documents, Govt. of India
7. Ministry of Commerce, Export import Policy, Government of India, New Delhi.
8. Ministry of Commerce, Handbook of Procedures, Volumes I and II, Government of India, New Delhi.

## **MBA 404: Major Research Project (Phase 2)**

### *Objectives*



The objectives of Major Research Project are enable to develop the understanding of the given problem and to enhance the analytical and problem-solving ability and implementation capabilities of research process.

### **Examination**

The Major Research Project (MRP) shall be compulsory. University will constitute an expert committee to review and approve the synopsis. The student shall submit duly approved synopsis within 15 days from the completion of MBA II semester examination. During the entire III semester & IV Semester the student shall undertake the MRP with extensive exposure to and interaction with Industry under the guidance of a faculty and Industry guide.

Students will be required to submit the final MRP Report in the hard-bound form in the number specified by the University fifteen days before beginning of 4th Semester examination and based on the MRP each student under the guidance of his/her faculty guide shall publish a paper in a journal of repute with ISSN before his/her MBA Degree is awarded.

## **SPECIALIZATION: MARKETING MANAGEMENT**

**MKTSP 403: International Marketing**

## *Course Objectives*

The objectives of this course is to help the student to gain an understanding of concepts of International Marketing, types of international markets, demand and supply position in international markets, import-export documentation, policies and procedures of foreign trade.

## Course Contents

### Module 1.

International Marketing: Basis of International Trade, Theories of International Trade (Absolute Advantage, comparative advantage and factor endowment theory) Difference between Domestic, International, Multinational, Global Markets, EPRG Frame work.

### Module 2.

Scanning of International Environment: Social, Political, Legal, And Economic.  
Factors Affecting International Trade: Methods of Entry, Types of Regional Agreements, Role of IMF and WTO in International Trade.  
Foreign Trade Policy: EXIM Policy 2002-2007 Salient features.

### Module 3.

Export Documentation and Procedures and Institutional support for export promotion in India.

Product: Identifying New Products, International Product Planning, Product Design Strategy, Product Elimination, Adoption and Diffusion of New Products, Branding Strategies.

### Module 4.

Pricing Strategies: Factors Affecting International Prices, Methods of Pricing, Pricing an International Product, Transfer Pricing, Exchange Rates and its Impact on Pricing, High Sea Pricing.

Distribution System for International Markets: Direct and Indirect Channels, Factors Affecting International Channel, International Channel Management, Wholesaling and Retailing.

### Module 5.

Promoting Products / Services in Overseas Markets: Perspectives of International Advertising, Standardization v/s Localization, Global Media Decisions, Global Advertising Regulations, and Industry Self-Regulation.

## **Text Books**

1. Cateora Phillip, International Marketing (SIE)13e 2011Tata McGraw Hill
2. Czinkota, International Marketing, 8th, 2008 Cengage Learning
3. Gillespie International MarketingSouth-Western,2009
4. Kotabe,International Marketing: An Asia Pacific Focus,Wiley India
5. Onkwisit & Shaw, International Marketing,2010,PHI Learning

## **MKTSP 404: Digital Marketing**

### *Course Objectives*

'Digital Marketing' is now an indispensable part of any effective marketing campaign, because of its targeted reach, customized messaging, low costs and huge availability of data for analysis. This program shall enable participants to get a wide as well as deep understanding of the subject and will be able to conduct marketing activities on a host of digital platforms.

## Course Contents

### Module 1:

Introduction to Digital Marketing; Benefits of Digital V/s Traditional Marketing; Digital Marketing Platforms; Defining Digital Marketing Goals; Latest Digital Marketing Trends. Email Marketing; Affiliate Marketing; Inbound Marketing.

### Module 2:

#### Search Engine Optimization

Introduction to Search Engines; How Search Engine works; Search Engine Optimization & its Benefits; Search Engine Marketing; Google Adwords; Google Adsense; Display Advertising; Keyword Optimization.

### Module 3:

#### Social Media Marketing

What is Social Media; SMM v/s SMO; Benefits of SMM; Social Media Strategy; Facebook Marketing; Twitter Marketing; Youtube Marketing; Instagram Marketing; Google+ Marketing; LinkedIn Marketing; Pinterest Marketing.

### Module 4:

#### Analytics

Basic Concept of Analytics; Need for Analytics; Google Analytics; Traffic Reports; Behavior Reports; Audience Reports; Conversion Tracking; Alexa.

### Module 5:

#### Online Reputation Management

What is ORM; Need of ORM; Examples of ORM; Areas to Analyze ORM; Generate ORM Report; Case Study of Good and Bad ORM; Tools for managing Online Reputation.

## BOOKS

1. Digital Marketing: Strategy, Implementation & Practice by Dave Chaffey and Fiona Ellis-Chadwick
2. The Art of SEO by Eric Enge, Stephan Spencer, Rand Fishkin, Jessie Strocchiola
3. Scientific Advertising by Claude Hopkins
4. Digital Marketing: Strategy, Implementation & Practice By ave Chaffey & Fiona Ellis-Chadwick
5. The Social Media Bible: Tactics, Tools, & Strategies for Business Success By Lon Safko
6. Global Content Marketing By Pam Didner

## **MKTSP 405: Services Marketing**

### *Course Objectives*

The objectives of the course are to expose students to the nature of services markets and develop abilities to help them apply marketing concepts in these markets.

## Course Contents

### Module 1.

Services: Service Sector and Economic Growth, Service Concept, Characteristics and Classification of Service, Challenges & Strategic Issues in Service Marketing: Segmentation, Differentiation and Positioning of Services.

### Module 2.

Marketing Mix in Services Marketing: Product, Price, Place, Promotion, People, Physical Evidences and Process Decisions.

### Module 3.

Designing a Service Strategy: Service Management Process; Internal, External and Interactive marketing strategies.

### Module 4.

Managing Service quality and Productivity: Concept, Dimensions and process; service quality models (Gronnos and Parsuraman) Application and Limitations, Productivity in Services.

### Module 5.

Applications of Service Marketing: Marketing of Financial, Hospitality, Health, Educational and Professional Services, Marketing for Non-Profit Organizations and NGOs. Future Trends of Services Marketing.

## Text Books

1. Zeithmal, Bitner, Service Marketing (SIE), 4e Tata Mcgraw Hill
2. Hoffman, Marketing of Service 1st 2008 Cengage Learning
3. C Bhattacharya & Ravi Shanker, Services Marketing, Excel Books
4. Clow Services Marketing: Operation, Management and Strategy, 2ed, Wiley
5. Apte, Services Marketing, Oxford Press

## **MKTSP 406: Industrial Marketing**

### *Course Objectives*

The objectives of the course is to lay foundation for an understanding of the complex dimensions of the industrial marketing.

## Course Contents

### Unit 1: Basics of Industrial Marketing

Introduction to Industrial Marketing; Industrial versus Consumer Marketing; Industrial Marketing Landscape; Economics of Industrial Demand; Classification of Industrial Customers.

### Unit 2: Buying Behaviour

Unique Characteristics of Organizational Procurement; Purchasing in Government Units; Industrial Buying Behaviour in Indian context; Conceptualization of Buying Behaviour; Stages in Buying.

### Unit 3: Strategic Planning

Process of Strategic Planning; Macro and Micro Variables Used to Segment Industrial Marketing; Industrial Marketing Strategy in India; Managing the Development of Strategic Planning and McKinsey's 7-s Framework.

### Unit 4: Strategy Implementation

Understanding Strategy Formulation and Strategy Implementation; Industrial Marketing Strategy Components; Industrial Marketing Strategy in India; Industrial Marketing Research for New Product Development.

### Unit 5: Logistics and Marketing Control

Purchasing Practices of Industrial Customers in Indian Context; Marketing Logistics: Physical Distribution and Customer Services; Marketing Control.

### Unit 6: Sales Force Planning

Development of Industrial Sales Force; Motivation of Sales Force; Effective Use of Sales Compensation.

### Unit 7: Pricing

Price: A Crucial Element in Product Strategy; The nature of Derived Demand; Industrial Product Pricing in India; Segregation of New Product Cost; Pricing in Industrial Marketing

### **Suggested Readings:**

1. Corey, E. Raymond. Industrial Marketing: Cases and Concepts. PHI, 1983.
2. Gross, A. C. Business Marketing. Houghton Mifflin, 1993.
3. Krishnamacharyulu Csg, Lalitha R. Industrial Marketing: A Process of Creating and Maintaining Exchange. Jaico Book House
4. Ghosh. Industrial Marketing. Oxford University Press
5. K. K. Havaldar. Industrial Marketing. 2<sup>nd</sup> Ed. Tata McGraw-Hill
6. Webster, F. E. Industrial Marketing Strategy. John Wiley, 1979.

## **MKTSP 407: Rural Marketing**

### *Course Objectives*

The objective of this course is to explore the students to the Rural Marketing environment so that they can understand consumer's and marketing characteristics of the same for understanding and contributing to the emerging challenges in the upcoming global economic scenario.

#### Course Contents

##### Unit-I

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

##### Unit-II

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

##### Unit-III

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

##### Unit-IV

Understanding Agricultural Markets, Nature & scope, Objectives of Agriculture Marketing, Challenges in Agriculture Marketing, Agriculture Marketing & its Economic importance, Agricultural Produces and their market.

##### Unit-V

Export potential for agri-products, Major of Government and Non-Govt. Agencies in the development of Rural and Agricultural, Sector Marketing Strategies for Seed; Fertilizers; Pesticides; Farm equipment.

#### **Suggested Readings:**

1. Badi & Badi : Rural Marketing
2. Mamoria, C.B. & Badri Vishal : Agriculture problems in India
3. Arora, R.C. : Integrated Rural Development
4. Rajgopal : Managing Rural Business
5. Gopaldaswamy, T.P. : Rural Marketing

### **SPECIALIZATION: HUMAN RESOURCE MANAGEMENT**

#### **HRSP 403: Human Resource Development**

### *Course Objectives*

The objective of the Human Resource Development Course is to provide the students with a clear understanding of the concepts, processes, practices and strategies that form the basis of successful HRD in organizations.

### Course Contents

#### Module 1

HRD Concepts: Definition, Evolution, HRM & HRD. Challenges & Goals of HRD.

#### Module 2

HRD Function: HRD department structure, functions, and staffing

#### Module 3

HRD Professionals: Roles and Competencies,

#### Module 4

Developing HR Strategies: HRD System Design Principles, Systems Approach to HRD. Design & Administration of Select HRD Systems

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#### Module 5

Career Management and Development. Mentoring at Workplace. Work-Life Integration, Performance Management System

#### Module 6

HRD & Diversity: HRD for culturally diverse employees. Developing global managers. HRD systems for International managers.

#### Module 7

Applications of HRD: HRD Climate. HRD for managing organizational change. HRD for Workers (blue collar employees)

#### Module 8

HRD Audit: Meaning and Concept, Need, Designing HRD Audit Process, Parameters to be Audited, Audit Results, Preventive and Corrective Actions, Role in Business Improvement, Methodology and Limitations.

### **Text Books**

1. Kandula, Strategic Human Resource Development, 2010 PHI Learning
2. French, Bell - Organizational Development and Transformation, 6e TMH 2008
3. R Krishnaveni, Human Resource Development Excel Books, 2010
4. Kalyani Mohanty Human Resource Development & Organisational Effectiveness, Excel Books, 2010
5. Dessler- Human Resource Management 11/e, Pearson 2010
6. Mankin. D. (2009) Human Resource Development New Delhi, Oxford Univ Press

### **HRSP 404: Learning & Knowledge Management**

### *Course Objectives*

The objective of the course is to prepare HR managers to participate in the organizational

knowledge management efforts and facilitate management of knowledge.

## Course Contents

### Module 1:

Introduction to knowledge management; Significance of KM; History of Learning & Knowledge Management; Strategy, People and IT for a successful L&KM system

### Module 2:

Understanding learning & knowledge; Difference between data, information, learning and knowledge; Various types of knowledge viz. tacit and explicit; Consequences of knowledge types on managing knowledge.

### Module 3:

Learning & Knowledge management and organization design; Emphasis on people vs. emphasis on technology in managing knowledge and its impact on organization design; Effect of organization structure on L&KM

### Module 4:

Knowledge management and culture; Why and how culture affects knowledge? Why should an individual “share” knowledge and how organizational culture can help mitigate individual’s fears

### Module 5:

Knowledge management, strategy and HRM; Need to align individual needs with organization; How HRM can design reward systems to facilitate L&KM; Using “organizational routines” for managing knowledge

### Module 6:

L&KM: the Indian experience; Discussion of the case of organizations that are experimenting with L&KM; The problems Indian organization face with respect to KM.

## BOOKS

1. Knowledge Management Challenges, Solutions, and Technologies. Irma Becerra-Fernandez, Avelino Gonzalez & Rajiv Sabherwal (2004). Prentice Hall.
2. Knowledge Management in Theory and Practice - 2nd edition by Kimiz Dalkir
3. Knowledge Management for the Information Professional, Srikantaiah T. K., Koenig M.

## HRSP 405: Organizational Development

### *Course Objectives*



The objectives of this course are to acquaint the students with the importance of Organization Development, and to offer insights into design, development and delivery of OD programmes.

#### Course Contents

##### Module 1.

Introduction: Definition, History, Assumptions, Values and Beliefs in O.D, Organization Development & Transformation

##### Module 2.

Theory and Management of OD: Foundations of OD, OD Process, Action Research and OD.

##### Module 3.

OD interventions: Overview, Types, Team interventions, inter- Group interventions, Comprehensive and Structural interventions. Choosing the Depth of Organizational Intervention.

##### Module 4.

Issues and Considerations in OD: Consultant-Client Relationships, System Ramifications, and Power- Politics.

##### Module 5.

Emerging Trends in OD with special emphasis on future organizations.

##### Module 6.

Organisation Design, Processes and Culture. Life Cycle & Phases of growth Organisational Effectiveness & Excellence, Organisation Culture, Values & Ethics

##### Module 7.

Organisation Development Planned change strategy Managing Change in Times of Turbulence.

#### **Text Books**

1. Srivastava Organization Design and Development: Concepts and Applications, Wiley
2. Kavita Singh Organisation Change and Development, Excel Books
3. Wendell L. French and Cecil N. Bell Jr., Organization Development Prentice Hall

#### **HRSP 406: Global HR & Diversity Management**

##### *Course Objectives*

The objectives of this course is to develop a diagnostic and conceptual understanding of the cultural and related behavioral variables in the management of global organizations.

## Course Contents

### Module 1:

Human and Cultural Variables in Global Organizations; Cross Cultural Differences and Managerial Implications; Cross Cultural Research Methodologies and Hofstede's Hermes Study;

### Module 2:

Structural Evolution of Global Organizations; Cross Cultural Leadership and Decision Making; Cross Cultural Communication and Negotiation; Human Resource Management in Global Organizations; Selection Criteria for International Assignment; Compensation and Appraisal in Global Perspective; MNC & Compensation System

### Module 3:

Global Employment Relations and Employment Laws; Cross-border Communications and Employment Relations; Comparative patterns of employee relations structure; Best practice in employee relations in cross-country perspective; Labour Union and International Employment Relations; Response of labour unions to multinationals.

### Module 4:

Issues and Challenges in Global HR: Multinational as a global citizen; International Accord and Corporate Codes of Conduct; Implication for the HR function of the multinational firm

### Module 5:

Contemporary issues in managing people in an international context; Flexibility; Global HRM issues in different strategic options of organizations; Case studies on Global Human Resource Management

## Text Books

1. Chris Brewster, Paul Sparrow and Guy Vernon, International Human Resource Management, The Universities Press
2. A.V.Phatak: International Dimensions of Management, Cincinnati, South Western College
3. Peter J. Dowling, Marion Festing, Allen D. Engle, International Human Resource Management, Thomson Learning.
4. M. Tayeb, International Human Resource Management: A Multinational Company Perspective, OUP Oxford
5. Dennis R. Briscoe, Randall S. Schuler, International Human Resource Management: Policy and Practice for the Global Enterprise, Psychology Press

## HRSP 407: HR Analytics

### *Course Objectives*

This course introduces the student to the theory, concepts, and business application of human resources research, data, metrics, systems, analyses, and reporting. The student will develop an

understanding of the role and importance of HR analytics, and the ability to track, store, retrieve, analyse and interpret HR data to support decision making. The student will use applicable benchmarks/metrics to conduct research and statistical analyses related to Human Resource Management, and will prepare reports to present findings and recommendations.

## Course Contents

### Module 1:

Understanding human resource information system of an organization, Identification of information that can be extracted like hiring date, compensation, growth over time, promotions, roles, performance ratings, skill ratings, previous experience, trainings attended etc.

### Module 2:

Understanding HR indicators, metrics and data; Data collection, tracking, entry; Assess IT requirements to meet HR needs. Staffing, supply and demand forecasting; Total compensation modeling/analyses; Cost justification – return on investment; Identification of training needs and processes with the help of the collected data; Communicating recommendations

### Module 3:

Relational databases and HR systems; Planning and implementing a new HRIS; Security and privacy considerations; Statistical analysis for HR (regression analysis, measures of central tendency); Graphs, tables, spreadsheets, data manipulation (using Excel); Benchmarking and best practices

### Module 4:

Strategic workforce planning; Vendor management systems data: To track efficiency and effectiveness of recruitment process; Demonstrating examples of companies that have employed quantitative HR Analytic techniques.

## Suggested Readings:

- 1) Human Resource Information Systems: Basics, Applications, and Future directions; Michael J. Kavanagh, Mohan Thite, Richard D. Johnson, Sage Publications.
- 2) Predictive HR Analytics: Mastering the HR Metric., Edwards, M. R., & Edwards, K. (2016)
- 3) Developing Human Resource Information System, Ashok Kumar Gupta, Daya Publishing House
- 4) Training Needs Assessment: Methods, Tools & Techniques, Jean Barbezette, John Wiley
- 5) Vendor Management Office: Unleashing the power of strategic sourcing, Stephen Guth, 2007.

## **SPECIALIZATION: FINANCIAL MANAGEMENT**

### **FSP 403: Financial Derivatives**

#### *Course Objectives*

This course presents and analyzes derivatives, such as forwards, futures, and options.

These instruments have become extremely popular investment tools over the past several decades.

## Course Contents

### UNIT – I

Derivatives – Features of a Financial Derivative – Types of Financial Derivatives - Basic Financial derivatives – History of Derivatives Markets – Uses of Derivatives – Critiques of Derivatives – Forward Market: Pricing and Trading Mechanism – Forward Contract concept – Features of Forward Contract – Classification of Forward Contracts – Forward Trading Mechanism – Forward Prices Vs Future Prices.

### UNIT – II

Options and Swaps – Concept of Options – Types of options – Option Valuation – Option Positions Naked and Covered Option – Underlying Assets in Exchange-traded Options – Determinants of Option Prices – Binomial Option Pricing Model – Black-Scholes Option Pricing – Basic Principles of Option Trading – SWAP: Concept, Evaluation and Features of Swap – Types of Financial Swaps – Interest Rate Swaps – Currency Swap – Debt-Equity Swap.

### UNIT – III

Futures – Financial Futures Contracts – Types of Financial Futures Contract – Evolution of Futures Market in India – Traders in Futures Market in India – Functions and Growth of Futures Markets – Futures Market Trading Mechanism - Specification of the Future Contract – Clearing House – Operation of Margins – Settlement – Theories of Future prices – Future prices and Risk Aversion – Forward Contract Vs. Futures Contracts.

### UNIT – IV

Hedging and Stock Index Futures – Concepts – Perfect Hedging Model – Basic Long and Short Hedges – Cross Hedging – Basis Risk and Hedging – Basis Risk Vs Price Risk – Hedging Effectiveness – Devising a Hedging Strategy – Hedging Objectives – Management of Hedge – Concept of Stock Index – Stock Index Futures – Stock Index Futures as a Portfolio Management Tool – Speculation and Stock Index Futures – Stock Index Futures Trading in Indian Stock Market.

### UNIT – V

Financial Derivatives Market in India – Need for Derivatives – Evolution of Derivatives in India – Major Recommendations of Dr. L.C. Gupta Committee – Equity Derivatives – Strengthening of Cash Market – Benefits of Derivatives in India – Categories of Derivatives Traded in India – Derivatives Trading at NSE/BSE – Eligibility of Stocks – Emerging Structure of Derivatives Markets in India -Regulation of Financial Derivatives in India – Structure of the Market – Trading systems – Badla system in Indian Stock Market – Regulatory Instruments.

## REFERENCES

1. Gupta . S.L., FINANCIAL DERIVATIVES THEORY, CONCEPTS AND PROBLEMS PHI, New Delhi, 2005
2. Kumar S.S.S. FINANCIAL DERIVATIVES, PHI, New Delhi, 2007
3. Chance, Don M: DERIVATIVES and Risk Management Basics, Cengage Learning, New Delhi.
4. Stulz M. Rene, RISK MANAGEMENT & DERIVATIVES, Cengage Learning, New Delhi

## **FSP 404: International Financial Markets**

### *Course Objectives*

This course is aimed to introduce and familiarize the International Financial Markets.

### Course Contents

Module 1:

History of the International Financial System; The Rise and Fall of Bretton Woods; Globalisation and the Growth of Derivatives; The Crash of 1994-96 and Beyond;

Module 2:

Euro-Currency Market; EuroBanking and Euro-Currency Centers; Deposit Dealing and the term Structure of Euro-currency rates; Euro-Currency Futures and Options; Syndicated Euro-Credits;

Module 3:

International Bond Markets; New Issue of Procedures in the Eurobond Markets; Eurobond Valuation and Hedging; Interest Rates and Currency Swaps; Pricing Option; Features of International Bonds; Forecasting and the Image of the Future;

Module 4:

Central Banks and the Balance of Payments; The European Monetary System and Other Regional Artificial Currency Areas;

Module 5:

New Instruments in International Capital Markets; International Banking and Country Risk; International Portfolio Diversification; International Transfer Pricing.

### **Readings:**

1. Bhalla, V.K. International Financial Management, 2<sup>nd</sup> Ed, Anmol, Delhi, 2001
2. Bhalla, V.K. Managing International Investment and Finance, Anmol, Delhi, 1997
3. Kim, Suk & Kim Seung. Global Corporate Finance, Miami, Kolb, 1993
4. Shapiro Alan C. Multinational Financial Management. New Delhi. PHI 1995

## **FSP 405: International Financial Management**

### *Course Objectives*

This course is aimed to give students an overall view of the international financial system and how multinational corporations operate.

### Course Contents

Module 1:  
Multinational Financial Management- An overview; Evolution of the International Monetary and Financial System;

Module 2:  
Managing short-term assets and liabilities; Long-run investment Decisions; The Foreign Investment Decisions;

Module 3:  
Political Risk Management; Multinational Capital Budgeting- Application and Interpretation;

Module 4:  
Cost of Capital and Capital Structure of the Multinational Firm; Dividend Policy of the Multinational Firm;

Module 5:  
Taxation of the Multinational Firm; Country Risk Analysis; Long-term Financing.

### **Readings:**

1. Bhalla, V.K. International Financial Management, 2<sup>nd</sup> Ed, Anmol, Delhi, 2001
2. Abdullah F. A. Financial Management for the Multinational Firm. PHI 1987
3. Kim, Suk & Kim Seung. Global Corporate Finance, Miami, Kolb, 1993
4. Shapiro Alan C. Multinational Financial Management. New Delhi. PHI 1995

## **FSP 406: Corporate Taxation**

### *Course Objectives*

This course is aimed to acquaint the students with basic principles underlying the provisions of direct and indirect tax laws and to develop a broad understanding of the tax laws and accepted tax practices.

### Course Contents

**Module 1:**

Basic Concepts of Income Tax; Residential Status of a Company; Computation of Income under different Heads of Income;

**Module 2:**

Set Off and Carry Forward of losses; Deductions and Exemptions in Additional Tax on Undistributed Profits; Companies Profit Surtax Act; Computation of Tax Liability;

**Module 3:**

Meaning and Scope of Tax Planning and Location of Undertaking; Type of Activity; Ownership Pattern, Tax Planning Regarding Dividends Policy; Issue of Bonus Shares, Inter Corporate Dividends and Transfer;

**Module 4:**

Tax Planning Relating to Amalgamation and Merger of Companies; Tax Considerations in respect of Specific Managerial Decisions like Make or Buy, Own or Lease, Close or Continue, Sale in Domestic Markets or Exports; Replacements and Capital Budgeting Decisions etc;

**Module 5:**

Tax Planning in respect of Managerial Remuneration; Foreign Collaborations and Joint Ventures; Implications of Avoidance of Double Taxation Agreements.

**Readings:**

1. Ahuja, GK & Gupta, Ravi. Systematic Approach to Income Tax.
2. Iyengar AC Sampat. Law of Income Tax
3. Ranina HP. Corporate Taxation: A Handbook. 1985

**FSP 407: Management Control System**

*Course Objectives*

This course is aimed to acquaint the students with Developing a conceptual understanding of planning and control systems in functional areas of management.

**Course Contents**



#### Module 1:

##### Fundamentals of Management Control:

Nature of Management Control Systems – Basic concepts – Boundaries of Management Control – Impact of the Internet on Management Control – Management control environment- Goal congruence – Informal factors that influence goal congruence – Formal control systems- types of organizations – Functions of the controller – Performance measurement – Difficulties in implementing performance measurement systems – interactive control.

#### Module 2:

##### Strategic Planning and Management Control:

Responsibility centers – Revenue centers – Expenses centers- Administrative and support centers – Research and Development centers – Marketing centers- Profit centers- General considerations- - Business units as profit centers – Other profit centers- Measuring profitability – Transfer pricing – Objectives of transfer prices – Transfer pricing methodsPricing corporate services – Administration of transfer prices.

#### Module 3:

##### Management control process:

Strategic planning – Nature of strategic planning – Analyzing proposed new programs. Analyzing ongoing programs – strategic planning process – Understanding strategies – Concept of strategies – Corporate level strategies – Business unit strategies. Budget preparation – Nature of a budget- Other budgets – Budget preparation process – Behavioral aspects- Quantitative techniques- Calculating variances – Variations in practice- Limitations on variance analysis.

#### Module 4:

##### Variations in Management control:

Controls for differentiated strategies – Top management style- Service organizations – Service organizations in general, Professional service organizations, Financial service organizations, Health care organizations, Non-profit organizations, Multinational organizations – Cultural differences

#### **TEXT BOOK**

1. Robert N Anthony and Vijay Govindarajan, Management Control Systems, The McGraw-Hill, New Delhi, 12th edition, 2010.
2. Maciariello, J A and Kirby C J. Management Control System. Prentice Hall of India, New Delhi.
3. Sharma Subhash, Management Control System, Tata Mc Graw Hill Publishing Co., New Delhi

#### **SPECIALIZATION: TOURISM MANAGEMENT**

#### **TSM 403: Strategic & Quality Management in Tourism**

##### *Course Objectives:*

The course aims to provide students with a more in-depth knowledge of various strategic theories as well as quality management perspectives and their applications in general as well as within organizations in tourism sector.

## Course Contents

### Module 1:

Strategic purpose: Introduction- importance, purpose and process; contexts and uses of strategy in tourism; Vision, mission and objectives; social responsibility; culture and strategy.

Strategic analysis: PEST analysis; external environment (competition), Porter's five forces analysis, destination competitiveness; internal environment (capability), performance monitoring and control, product evaluation, SWOT analysis.

### Module 2:

Strategic implementation: Organising and resourcing; Managing and monitoring; Preparation of strategy.

Strategic evaluation: Symptoms of malfunctioning of strategy; Organization anarchies; Operations control and strategic control; Measurement of performance; Analyzing variances; Role of organizational systems in evaluation.

### Module 3:

Concept of quality, value and satisfaction; Quality GAPS model; Expectations and perception; Quality for competitive advantage. The Leisure and tourism product; concepts of quality and leisure and tourism; tourist satisfaction; leisure and tourism experience.

### Module 4:

Characteristics of services (tourism); service design (QFD, etc.); capacity management and organisational performance.

Delivering quality: Quality and cultural change; Quality management system; tools and techniques (7 QC tools, Bench marking, BPR, etc.);

measuring service quality; quality and HRD. TQM models: Concept of TQM; Quality philosophy; Gurus of Quality; Elements of TQM; MBNQA; Introduction to ISO 9000 and 14000

### **BOOKS:**

1. Williams, Christine and Buswell, John (2003). Service Quality in Leisure and Tourism.
2. Lenehan, T and Harrington, D. (1998). Managing Quality in Tourism. Oak Tree Press.
3. Metti. M.C. (2008). Service Quality Management in Tourism and Hospitality. New Delhi: Anmol.
4. Sharma, D.D. (2001). Total Quality Management. New Delhi: Sultan Chand and Co.
5. Raju, Sundara (1996). Total Quality Management. New Delhi: Tata McGraw Hill.

## **TSM 404: Tourism Product**

### *Course Objectives:*

The course aims to provide students with a more in-depth knowledge of various products in the vistas of tourism industry and its perspectives.

### Course Contents

Unit I:

Tourism products: concepts, definition, classifications; attractions; difference between tourism resources and products; Heritage- Meaning & Types, Heritage management organizations- UNESCO, ASI, ICOMOS, ASI, INTACH, NGOs.

Unit II:

Art and architecture: architecture- Hindu, Jain, Buddhist and Islamic; popular religious centres- Hindu, Muslim, Sikh, Buddhist, Jains, Jews, etc.,; forts and palaces; museums, etc.

Unit

III:

Culture: Fairs and festivals; performing arts- classical and folk dances, folk culture, handicrafts and textiles, Indian cuisine; rural tourism (including farm and agro-tourism)

Unit IV:

Nature: Hills stations, beaches and islands, eco-tourism, wildlife – sanctuaries and parks, deserts; Adventure- soft and hard, water based and others.

Unit V:

Activity: golf and wine tourism, art galleries, sports tourism, MICE, luxury trains of India; Medical tourism, wellness, spiritualism, yoga, dark tourism, etc

**Suggested Books:**

1. The Wonder that was India : A.L.Basham
2. Cultural Heritage of India : R.Acharya
3. Indian Architecture : Percy Brown

**TSM 405: International Tourism**

*Course Objectives:*

The course aims to impart knowledge about the global tourism industry and its technicalities to the students with a more in-depth knowledge.

Course Contents

Unit – 1

Definition, Nature and scope of Domestic and International Tourism. Role of Government in promotion of Domestic and International tourism in India. Types of International and Domestic Tourism

#### Unit – 2

Economic determinants of international tourism. Factors affecting Global & regional tourist movements, Contemporary trends in international tourist movements, Characteristics of Inbound tourism and patterns of India's major international market. Long -term tourism growth trends, tourism growth in major regions. Alternative tourism

#### Unit – 3

Political aspects of the international travel, tourism. Barriers to travel, Political Risk and Crisis management. Tourist typology

#### Unit – 4

Patterns and characteristics of India's outbound tourism. Domestic tourism in India, major tourist generating states in India.

International Conventions: Warsaw 1924, Chicago 1944, Brussels 1961, 1966 & 1970, Athens 1974, Helsinki 1976.

#### Unit – 5

International organizations viz. WTO, WTTC, IATA.

National tourism organizations viz DOT, TAAI,

Global competition & the future. Development of transportation, technology & automation worldwide. Developmental issues, tourism & the environment

#### **Suggested Books:**

1. International Tourism: A. K. Bhatia
2. Tourism System: Mill R.C. & Morrison

### **TSM 406: IT & E-Tourism**

#### *Course Objectives*

This course helps the learner to understand the emerging technological issues faced by the management in tourism industry and also to better equip students to keep pace with the IT revolution in the Tourism industry.

#### Course Contents

#### Unit I

Introduction: Information and communication technologies- evolution; implications of ICT for business and strategy; ICT and tourism.

#### Unit II

Demand: for leisure and business tourism and internet implications; online tourism demand; barriers and catalysts for on-line consumers.

Supply: e-tourism and requirements of the tourism industry; ICT empowered strategic management in the tourism industry; ICT empowered strategic decisions and directions.

#### Unit III

Sectors: Operational management and distribution in Tourism deploying ICT; ICT and airlines; ICT in hospitality.

#### Unit IV

Tourism providers: Strategic and tactical roles of ICTs for tour operators; Strategic and tactical roles of ICTs for travel agencies.

#### Unit V

Destination management: Strategic and tactical roles of ICTs for destination management; challenges and critical issues for destinations; strategic implications of e-Tourism for tourism management and marketing.

### **Books**

1. Buhalis, Dimitrios (2010). E-tourism. New Delhi: Prentice Hall/Financial Times.
2. Sheldon, Pauline, J. (2001). Tourism Information Technology. Oxon/ New York: Cabi Publishing. (L)
3. Egger, R. And Buhalis, D. (2008). E-tourism Case Studies: Management And Marketing Issues In E-tourism. Burlington: Butterworth-Heinemann.

### **TSM 407: Tourism Geography**

#### *Course Objectives*

This course introduces students to the various geographical locations of tourist places, weather climate and distances, the different routes between them and the different characteristics of places which are important for tourism. The course aims to present an analytical framework within the basic methodology and trends of the discipline of geography.

#### Course Contents

#### Unit – 1

Importance of Geography in Tourism. Latitude, Longitude. International Data Line. How to read maps

#### Unit – 2

Major tourist attractions around the world – America-North, South- Europe, Asia, Africa and Australasia.

#### Unit – 3

Elements of weather and climate. Itinerary planning by Air. Factors affecting global and regional tourist movements. Time Zones, Time differences, GMT variations, concept of Elapsed time and Flying time.

#### Unit – 4

Physical geographic features of India- Mountainous features of India, Plain Area, Coastal area, Deccan, major rivers, lakes, plateaus, deserts

#### Unit – 5

Tourism network map, maps of India showing the major tourist circuits.  
Case studies of selected Indian states like Rajasthan, Kerala, West Bengal and Uttaranchal.

#### **Suggested Books:**

1. A Geography of Tourism – Robinson HA
2. The Geography of Travel & Tourism – Burton Rosemary
3. The Geography of Travel & Tourism – Boniface B. & Cooper C.
4. Encyclopedia of World Geography

## **SPECIALIZATION: RETAIL MANAGEMENT**

### **RTM 403: Retail Selling Skills & Sales Management**

#### *Objectives*

The objectives of this course are to expose the students to various aspects of sales and Selling skills as an integral part of sales management, and provide abilities in sales in a Retail environment.

## Course Contents

### Module 1:

Sales Management: Basic Functions, Introduction To Sales Management, Personal Selling, Sales Process, Computer Systems And Applications In Sales Management

### Module 2:

Selling Skills, Communication Skills, Sales Presentation, Negotiation Skills, Retail Communication: Sales Displays

### Module 3:

Sales Force Management, Job Analysis, Recruitment And Selection, Training The Sales Force, Compensation And Motivation Of Sales Forces, Monitoring And Performance Evaluation

### Module 4:

Planning and Control Of the Sales Effort, Sales Planning, Sales Organization, Sales Forecasting And Sales Quotas, Sales Budgeting And Control.

### Module 5:

Case Studies Examples like Case-1 Puripens: Selecting The Communication Mix, Devox (India) Limited: A Less Expensive, But Complaining Customer, Case-3 National Electrical Engineers Limited: Sales Contest For Sales Staff Motivation, Case-4 The Genuine Charcoal Filter: Sales Monitoring And Control System etc.

## Reading

1. The Retail Sales Bible: The Great Book of G.R.E.A.T. Selling By Rick Segel (Author), Matthew Hudson
2. Cundiff, Still & Govoni : Sales Management – Decision, Strategies & Cases; PHI./Pearson Education
3. Pradhan, S : Retailing management, TMH
4. Shapiro, R.L., Stanton, W.J. & Rich, G.A.: Management of Sales Force; TMH

## **RTM 404: Supply Chain Management & Warehousing**

### *Course Objectives*

This course will expose students to the challenges involved in managing supply chains and understand the complexity of inter-firm and intra-firm coordination as well as warehousing.

### Course Contents

#### Unit 1

Introduction To Supply Chain Management, Conflicts In Traditional Supply Systems, Role Of Materials Management, Supply Chain Drivers And Metrics

#### Unit 2

Supplier Relationship Management, Sourcing, Purchasing, Supplier/ Vendor Management, Supplier Integration

#### Unit 3

Demand Management And Logistics Engineering, Forecasting, Forecasting Techniques, Demand Patterns / Seasonality, Tracking The Forecast, Network Planning, Warehouse Management, Transportation & Physical Distribution

#### Unit 4

Inventory Planning & Quality Management, Managing Inventory In Supply Chain, Total Quality Management, Quality Cost

#### Unit 5

Transportation, Aggregate Planning And Strategic Alliances In Supply Chain, Third- Party Logistics, Retailer – Supplier Partnerships (RSP), Outsourcing Benefits And Risks, E-Procurement

#### Unit 6

Information Technology For SCM And Emerging Trends In Retail Supply Chain, Goals Of Supply Chain Information Technology, Information Technology Infrastructure, Integration Of Supply Chain IT, ERP & DSS, VMI, CPFR, ECR, RFID

#### **Readings:**

1. Supply chain management, Sunil Chopra and Meindl, Pearson
2. Introduction to supply chain management, Handfield, Robert B
3. Supply chain management: concepts and cases, Altekar, R V
4. Supply chain management: efficiency and performance measurement, Chaturvedi, B. M.; Ed

### **RTM 405: Store Design & Visual Merchandising**

#### *Course Objectives*

This course aims to give students a solid understanding of the skills required to maximize the impact of any retail space through store design and visual merchandising.

#### Course Contents

##### Module 1



Introduction to Visual Merchandising (VM): Introduction, Objectives, Concept of Visual merchandising, Objectives of Visual Merchandising, Growth of Visual Merchandising, Visual Merchandising in India, Scope of visual merchandising in India, Visual Merchandising as a Support for Positioning Strategy, Prospects of Visual Merchandising, Challenges in Visual Merchandising, The common challenges, Ways to overcome the visual merchandising challenges

#### Module 2

The Merchandise Mix: Introduction, Objectives, Concept of Merchandise Mix, Merchandise line, The Assortment of Products, Assortment strategy, Merchandise Mix of Show Off, Role of a merchandiser, Other Atmospheric in Merchandising, Colour scheme, Lighting

#### Module 3

Store Management in Merchandising: Introduction, Objectives, Types of Stores, Location of a Store, Types of retail locations, Planning a Store Layout, Various Types of Store Layouts, Grid layout, Forced-path layout, Free-form layout, Boutique layout, Combined layout, Store Space Allocation, Heads of space allocation in a store, Managing Customer Navigation in a Store, General Rules of Customer Traffic in a Store, The Loop for Guiding the Shoppers through a Store

#### Module 4

Store Design and Display: Introduction, Objectives, Concept of Store Design and Display, Objectives of store design, Purpose and importance of display, Rules of display planning, Display Settings, Store Design, Exterior of a store, Interior of a store, Window displays, Merchandise Presentation Strategies, Colour blocking, Other techniques of merchandise placement, Physical materials used to support the display, Components of display, Some Useful Display Fixtures, Shelves, Gondolas, Round racks, Four ways, Saccades and fixation, Replenishes, Planogramming

#### Module 5

Managing Communication for a Retail Store Offering: Introduction, Objectives, Marketing Communication, Thematic Communication, Methods of Communication, Graphics, Signage, The Future of Visual Merchandising

#### **Books**

1. Retail marketing management by Gilbert, David, Pearson
2. Visual Merchandising by Tony Morgan
3. George H, Lucas Jr., Robert P. Bush, Larry G Greshan- Retailing  
A. J. Lamba- The Art of Retailing
4. Berman, Joel R Evans- Retail Management; A Strategic Approach

#### **RTM 406: IT & E-Retailing**

#### *Course Objectives*

This course helps the learner to understand the emerging technological issues faced by the retail management and also to better equip students to keep pace with the IT revolution in the retail industry.

#### Course Contents

#### Module 1

Role of IT in Business, Influencing Parameters for use of IT in Retailing, IT Options Available to Retail, IT Application for Retail, Advantage of IT Application to Retail.

#### Module 2

Collection of Data/Efficiency in Operations help in Communication, Computer Awareness and Different Financial Packages, Issues Concerning the Use of Internet and Related Technology to Improve Retail Business.

#### Module 3

Emphasize Analysis of Consumer and Product/Service Types on Online Retailing, Effective Management of Online catalogues, Direct Retailing Methods that Involves Technology such as Interactive TV and Mobile Commerce.

#### Module 4

Electronic Data Interchange, Database Management, Data warehousing, Critical Analysis of E-Retailing Strategies, How Firms are using the Internet to expand their Markets, Customer Relationship Management and increase their sales.

#### **References**

1. Swapana Pradhan- Retailing Management
2. David Gilbert- Retail Marketing
3. George H, Lucas Jr., Robert P. Bush, Larry G Greshan- Retailing
4. A. J. Lamba- The Art of Retailing
5. Barry Berman, Joel R Evans- Retail Management; A Strategic Approach

#### **RTM 407: International Retailing**

##### *Course Objectives*

The course introduces the student to the various aspects of international retailing and trends with the principle objective of developing skills in the identification, analysis and solution of the problems encountered in the theories and practice of international retailing abroad and its subsequent effects in India.

##### Course Contents

## UNIT I

International Mktg -Scope and Concepts of International Mktg.- International Marketing Environment - International Trade – Barriers and Facilitators- Regional Economic/Political Integration- Cultural Influences on International Marketing- International Marketing research. International Marketing Segmentation, Positioning- The Marketing Plan and Entry Mode Selection- Products and Services – Branding Decisions- International Product and Service Strategies- International Distribution and Logistics

## UNIT II

International Retailing- Alternative conceptions of international retailing, definitions, interpretations and classification- Trends in the internationalization of retailing and evolution of international retailing - Motives for international retailing, the changing nature of boundaries – International- Where retailers internationalize, assessing the potential of retail markets – Methods of international retailing, accessing retail markets, the form of entry, joint ventures, franchising, acquisition etc. marketing planning for differing international and regional requirements-Why retailers internationalize.

## UNIT III

Competing in Foreign Markets- Why Companies Expand into Foreign Markets- Cross- Country Differences in Cultural, Demographic and Market Conditions- Concept of Multi country Competition and Global Competition- Strategy Options for Entering and Competing in Foreign Markets- Quest for competitive Advantage in Foreign Markets-Profit Sanctuaries, Cross market Subsidization and Global; Strategic Offensives- Strategic Alliances and Joint Ventures with F Foreign partners - Competing in Emerging Foreign Markets-Cross Border Strategic Alliances

## UNIT IV

Retail Structure- Enterprise Density- market Concentration- Product Sector- Innovation- Employment Structure- Merging Structure-Global Structure- Developing markets- Stages in development of International Operations- Export- Management Contracts- Franchising – Acquisition and Mergers – Organic Growth- Choice of Market Entry- Domestic Market- Retail Operations-Non-Domestic market - Retail Positioning and Brand Image- Measurement of Store Image –Open ended Techniques-Attitude Scaling Techniques-Multi Attribute model- Multi dimensional Scaling-Conjoint analysis

## UNIT V

Market Research- Segmentation- Targeting- Positioning – The Market Mix- Image- Product range- Format- Price- Location\_ Distribution- Promotion-- Promotional Mix and Advertising, Publicity, PR, and Sales Promotion Strategies- Personal Selling and Sales Management- International Pricing Strategy- Developing and Controlling an Intl. Marketing Plan

## Reference Books

1. Nicolas Alexander International Retailing-Blackwell Business Publishers Ltd.
2. Arthur A Thompson,AJ Strickland,John E Gamble &Arun K Jain Crafting and Executing Strategy-Concepts and Cases –Tata McGraw Hill Publishing Company Ltd.
3. Abbas J Ali Globalization of Business- Practice and Theory – Jaico Publishing House
4. Margaret Bruce, Christopher Moore, Grete Birtwistle International Retail Marketing: A Case Study Approach
5. Allan M Findlay, Ronan Paddison and John A Dawson Retailing Environments in Developing Countries- Rutledge

6. Arun Chandra , Pradeep Rau, & John K Ryans India Business: Finding Opportunities in This Big Emerging Market- Paramount Market Publishing Inc

## **SPECIALIZATION: BUSINESS ANALYTICS**

### **BASP 403: Stochastic Models**

#### *Course Objectives:*

This course aims to help the learner to understand the emerging technological issues facing management and able to use it effectively in work place and also will learn how to use technology to transform the organization to gain competitive advantage.

## Course Contents

### Module 1:

Introduction to stochastic models, Markov models, Classification of states, Steady-state probability estimation, Brand switching and loyalty modeling, Market share estimation.

### Module 2:

Poisson process, Cumulative Poisson process, Applications of Poisson and cumulative Poisson in operations, marketing and insurance

### Module 3:

Renewal theory, Applications of renewal theory in operations and supply chain management

### Module 4:

Markov decision process, Applications of Markov decision process in sequential decision making

## BOOKS

1. An Introduction to Stochastic Modelling By Frederick Howard Taylor and Howard M. Taylor
2. Stochastic Models in Reliability By T. Aven and Uwe Jensen
3. Stochastic Modelling for Systems Biology, Second Edition By Darren J. Wilkinson
4. Stochastic Modeling By Nicolas Lanchier

## **BASP 404: Advanced Analytics I**

### *Course Objectives:*

This course aims to help the learner to understand the advanced analytical techniques for issues faced by management and able to use it effectively in work place and also will learn how to use technology to transform the organization to gain competitive advantage.

## Course Contents

### Module 1:

Principal component analysis, Factor analysis, Conjoint analysis, Discriminant analysis, ARCH (autoregressive conditional heteroscedasticity) and GARCH (autoregressive conditional heteroscedasticity), Monte Carlo simulation

Module 2:

Survival analysis and its applications: Life tables, KapMeier estimates, Proportional hazards, Predictive hazard modeling using customer history data

Module 3:

Six Sigma as a problem solving methodology, DMAC and DMADV methodology, Six Sigma Tool Box: Seven quality tools, Quality function deployment (QFD), SPOC, Statistical process control, Value stream mapping, TRZ

Module 4:

Classification and regression trees (CART), Chi-squared automatic interaction detector (CHAD)

Module 5:

Lean thinking: Lean manufacturing, Value stream mapping

## **BOOKS**

1. Advanced Analytics with Spark, 2e By Uri Laserson
2. R for Everyone: Advanced Analytics and Graphics, By Lander
3. Data Analysis and Business Modelling Using Microsoft Excel By Manohar Hansa Lysander
4. Data Analytics: Applicable Data Analysis to Advance Any Business Using the Power of Data Driven Analytics By Jeff Reed

## **BASP 405: Advanced Analytics II**

*Course Objectives:*

This course aims to help the learner to understand the advanced analytical techniques for issues faced by management and able to use it effectively in work place and also will learn how to use technology to transform the organization to gain competitive advantage.

Course Contents

Module 1:

Dynamic pricing and revenue management, high dimensional data analysis, financial data analysis and prediction.

Module 2:  
Supply chain analytics

Module 3:  
Analytics in finance, Discounted cash flows (DCF), Profitability analysis. Asset performance: Sharpe ratio, Calmar ratio, Value at risk (VaR), Brownian motion process, Pricing options and Black–Scholes formula

Module 4:  
Game theory

Module 5:  
Insurance loss models: Aggregate loss models, Discrete time ruin models, Continuous time ruin Models

## **BOOKS**

1. Advanced Analytics with Spark, 2e By Uri Laserson
2. R for Everyone: Advanced Analytics and Graphics, By Lander
3. Data Analysis and Business Modelling Using Microsoft Excel By Manohar Hansa Lysander
4. Data Analytics: Applicable Data Analysis to Advance Any Business Using the Power of Data Driven Analytics By Jeff Reed

## **SPECIALIZATION: PRODUCTION & OPERATION MANAGEMENT**

### **POSP 403: Production Planning & Control**

#### *Course Objectives*

This subject is primarily concerned with the efficient and effective management of materials flow through manufacturing organizations in such a way that wastage Course Contents

Module 1.  
Introduction to Production Planning and Control: Need of PPC, Functions of PPC, Factors

Influencing PPC in the Organization, Manufacturing Methods and Managerial Policies and Prerequisites of PPC.

Module 2.

Materials Planning and Control: Input Required for Materials Planning and Control, Steps in Materials Planning and Control, Techniques of Materials Planning and Control,

Module 3.

Machining Allowances, Make or Buy Decision, Scientific Stock Control Techniques (Inventory Control Models).

Module 4.

Factors Influencing Process Planning: Step in Process Planning and Process Selection.

Module 5.

Manufacturing resource planning (MRP II): Introduction, Aggregate production planning, master production scheduling, MRP II (Introduction, concepts), MRP II with Just in Time, choice of software, making MRP II system work, achieving business objectives with MRP II.

Module 6.

Scheduling: Factors Influencing Scheduling, Working and Scheduling Charts, Job Sequences (n job on two machines, n job on three machines), Project Scheduling, Critical Ratio Scheduling, Assignment Techniques (Assignment - Model).

Module 7.

Capacity Planning: Capacity Planning, Integrated Production Planning and Control.

### **Text Books**

1. Jhamb, Production Planning and Control, Pune: Everest Publications.
2. Hari Raghu Rama Sharma, Production Planning and Control Concepts and Application, New Delhi: Deep and Deep Publications,
3. Bill Scott, Manufacturing Planning System, London :McGraw-Hill Publications,
4. George W. Plossl, O. R. Licky's. Materials Requirement Planning, New York: McGraw-Hill Publications

## **POSP 404: Total Quality Management**

### *Course Objectives*

The objectives of this course is to introduce the main principles of business and social excellence, to generate knowledge and skills of students to use models and quality management methodology for the implementation of total quality management in any sphere of business and public sector.

### *Course Contents*

Module 1.

Concept of Total Quality and its evolution, Components of a Total Quality Loop.,



Module 2.  
Quality of Design; Taguchi's Loss Function,

Module 3.  
Quality of Purchasing; Supplier Qualification

Module 4.  
Critical-to-Quality Characteristics: Attributes and Variables, Theory of Acceptance Sampling,

Module 5.  
Statistical process control, Process Capability Studies, difference between inspection and quality control, application of quality control in industries.

Module 6.  
Concepts & Application of 6 – Sigma Quality: Comparison between 3-sigma & 6- sigma quality, DMAIC approach to 6-sigma implementation application to service industry, link between 6- sigma & DOE.

Module 7.  
ISO 9000 and ISO 14000 Series and SPC, Quality Circles

#### **Text Books**

1. Mitra A., Quality Control Applications, Pearson Education.
2. Basterfield, Total Quality Management, Pearson Education
3. Logothitis, Total Quality Management, PHI.
4. Janakiraman & Gopal Total Quality Management : Text and cases, PHI

## **SPECIALIZATION: INFORMATION SYSTEMS MANAGEMENT**

### **SSP 403: Business Process Re-Engineering**

#### *Course Objectives*

This course is aimed to develop an appreciation of process view of business and redesign thereof. The students would be able to develop an understanding of the use of Information Technology for process redesign.

#### Course Contents

Module 1.

Introduction to BPR: Concept, Philosophy of BPR, Fundamental tenets of BPR, Benefits & pitfalls of BPR, Drivers to BPR.

Module 2.

Process reengineering framework: Opportunity assessment, planning the process reengineering project.

Module 3.

Organizing for process reengineering.

Module 4.

Process analysis and design: a) Process analysis (b) Process design.

Module 5.

Planning and implementing the transition: Planning the transition, implementing the transition, tracking and measuring process performance.

Module 6.

Tools and techniques used in BPR: Case tools, Workflow systems, Imaging technology, Floware, Business design facility tools, and Change management tools.

Module 7.

Risk and impact measurement.

**Text Books**

1. Lon Roberts, Process Re-engineering: The Key to Achieving Breakthrough Success, Tata McGraw Hill,
2. Henry J. Johanson, Palrik Mchine, A.John Pandilebury, William A Wheater, Business Process Reengineering: Breakpoint Strategies for Market Dominance, Chichester, John Wiley & Sons

**SSP 404: Strategic Management of Information Technology**

*Course Objectives*

This course is aimed at developing an understanding of Use of Information technology as a strategic tool for business management. The course focuses on development of information technology leadership.

Course Contents

Module 1:

Key Issues in Information Systems Management and the Role of the CIO;

Module 2:  
Analytical Framework for Strategic IT Initiatives; Sustaining Competitive Advantage by the use of IT;

Module 3:  
IT Creativity & Learning in Organizations; Role of Information Technology in Business Transformation; Information Partnerships; Managing in the Marketplace;

Module 4:  
National Information Infrastructure; IT Policy at the National Level;

Module 5:  
Planning for Strategic IT resource; Managing the IT Function; Outsourcing IT Function

**Suggested Reads:**

1. Galliers R D. Strategic Information Management: Challenges and Strategies in Managing Information Systems
2. McKenney, James L. Waves of Change: Business Evolution through Information Technology.
3. Ward, John. Strategic Planning for Information Systems.
4. Somogyi, E. K. & Wallers, Robert. Towards Strategic Information Systems.

**SP 405: Computer Networks**

*Course Outline*

The course objectives include learning about computer network organization and implementation, obtaining a theoretical understanding of data communication and computer networks. The course introduces computer communication network design and its operations, application of networking concepts related to the management of local area networks as well as networking in a business environment.

Course Contents

Module 1.

Computer Networks: Introduction, Distributed Systems, Network Goals & its Applications, Protocol Hierarchies, network architecture, design issues for the layers, simplex, half duplex, full-duplex, interfaces and services, connection oriented and connection less services, service primitives.

Module 2.

Reference Models: The OSI Reference Model, The TCP/IP Reference Model, Comparison and Critique of the OSI and TCP/IP Reference Models.

Module 3.

Physical Layer: Concepts of data transmission, transmission media, guided and unguided media, digital and analog transmission, transmission impairments, Multiplexing- TDM, WDM, FDM, Switching techniques- circuit, packet and message, Cellular Radio, wireless transmission, Modems, DSL, cable modem, ISDN- introduction, ISDN channels, ISDN layers, services, and Communication Satellites.

Module 4.

Data Link Layer: Framing, error control, flow control, unrestricted simplex, simplex stop and wait protocol, sliding window protocols, HDLC, SLIP, PPP.

Module 5.

Network Layer: Internal organization, routing, congestion, routing-shortest path, multipath, congestion control algorithms, pre-allocation of buffers, choke packets, deadlocks and Services of network layer.

Module 6.

Transport Layer: Services of transport layer, Transport protocols, connection management.

Module 7.

Upper OSI layers: Session layer and Transport Interaction , Presentation Layer – Translation, Authentication, Data Compression, Application layers – Message Handling System(MHS), File transfer, Access and Management (FTAM)

Module 8.

Transmission Technology: Broadcast networks, Point-to-Point Networks, LAN, MAN & WAN topologies, Wireless networks, Internetworking, Introduction to Bridges, Routers, Switches, Gateways, and Repeaters, Introduction, Functioning and Services- Novell Netware, Window NT, NOS (Network Operating Systems)

### **Text Books**

1. Gallo Computer communication & networking technologies, 2009 Cengage Learning
2. Andrew S Tanenbaum, Computer Networks, PHI, New Delhi
3. ISRD Group Data Communications & Computer Networks Tata McGraw Hill,2010
4. Rajneesh Agarwal & B Tiwari Data Communication & Computer Networks, Vikas Pub.

## **SPECIALIZATION: PHARMA MANAGEMENT**

### **PHRSP 403: Regulations in Pharma Industry**

#### *Course Objectives*

The focus of this course is to understand and impart knowledge about different regulations and laws in pharma industry.

#### Course Contents

#### Module 1:

Laws relating to Hospital formation: Promotion-Forming society-The Companies Act-Law of Partnership-A Sample Constitution for the Hospital-The Tamil Nadu Clinics Act. Laws relating Purchases and funding: Law of contracts-Law of Insurance-Export Import Policy-FEMA-Exemption of Income Tax for Donations-

#### Module 2:

Tax Obligations: Filing Returns and Deductions at Source. Laws pertaining to Health: Central Births and Deaths Registration Act, 1969- Recent amendments – Medical Termination of Pregnancy Act, 1971 – Infant Milk Substitutes, Feeding Bottles and Infant Food Act, 1992.

#### Module 3:

Laws pertaining to Hospitals: Transplantation of Human Organs Act, 1994 – Pre-natal Diagnostic Techniques (Regulation and Prevention of Misuse) Act, 1994 – Medical Negligence – Medico Legal Case – Dying Declaration-MCI act on medical education. The Biomedical Waste (Management and Handling) Rules-Radiation Safety System.

#### Module 4:

Laws pertaining to Manufacture and sale of Drugs: Drugs and Cosmetics Acts, 1940 – Pharmacy Act, 1948 – Drugs and Magic Remedies (Objectionable Advertisement) Act, 1954 – Poison Act, 1919 – Legislation for Tobacco control. Introduction to intellectual property and intellectual property rights: what is intellectual property, ownership, implications, procedures and process of IP approvals. Type of patents, copy rights, Trade marks, design rights, geographical indications – importance of IPR - world intellectual Property rights organization (WIPO);

#### Module 5:

Global Patenting, USA, EU and Worldwide patents, ownership, implications, procedures and process of IP approvals. Patenting laws in India: Indian patent act.

#### **BOOKS:**

1. Drug Regulatory Affairs Paperback By Singh G
2. A Concise Textbook of Drug Regulatory Affairs By N Udupa, Krishnamurthy Bhat.
3. Drug Regulatory Affairs By Dr. N. S. Vyawahare

### **PHRSP 404: Packaging in Pharma**

#### *Course Objectives*

The focus of this course is to understand and impart knowledge about different pharma packaging technologies, their importance and application.

#### Course Contents

##### Module 1:

Pharmaceutical Packaging Technology: Selection and evaluation of pharmaceutical packaging materials, containers and closures, Concept of pack, primary and secondary pack. Types of packaging materials. Classification of Packaging,

#### Module 2:

Packaging Essential Requirements, Functions of Packaging, Properties of Ideal Packaging Materials, Packaging formats in Pharma Industry, Packaging recycling symbols, FDA Definitions, New Concept and Future of Packaging

#### Module 3:

Package Design Research and New Trends In The Pharmaceutical Packaging, Pharmaceutical Container, Approach to package design, New Trends in the pharmaceutical packaging, Packaging materials, Classification of Packaging materials. Selection of Packaging materials.

#### Module 4:

Blister And Strip Packaging, Ancillary Materials used in Packaging, Closures And Liners, Sterilization of packaging materials, Defects In Package, Package Testing And Testing of Containers & Closures, Stability of Packages, Packaging Regulations And Legal Requirements

#### Module 5:

Fundamentals of packaging as a corporate activity, STP, Packaging in marketing mix, Economics of Packaging, Package Production and Handling, Packaging as promotional tool.

#### **Books:**

1. Pharmaceutical Packaging Technology by D A Dean, E.R Evans & I H Hall.
2. Packaging of Pharmaceuticals by C. F. Ross

## **PHRSP 405: International Regulatory Environment**

### *Course Objectives*

The focus of this course is to impart knowledge about the international regulatory environment in pharma industry as well as few important international laws and rules.

### Course Contents

#### Module 1:

Generic Drug Product development: Introduction, Quality Control and Quality Assurance (QC &QA), Hatch-Waxman update, Drug product performance- in vitro, ANDA Regulatory Approval

Process, Bioequivalence and Drug Product Assessment- in vivo, Scale up Post approval changes, Post marketing surveillance, Outsourcing

Module 2:

Bioavailability and Bioequivalence studies to Contract Research organizations. Formats for marketing authorization submission to US, EU, Asia-PAC (includes countries of East Asia, southeast Asia, Australasia, Oceania) etc., Data privacy Protection, Risk Management in regulatory affairs

Module 3:

Regulatory requirements for product approvals: Active Pharmaceutical Ingredients, Biologics, Novel therapies, special categories [ Over the counter (OTCS), herbal medicines and Homeopathics] obtaining New Drug Application (NDA), Abbreviated New Drug Application (ANDA)for generic drugs, ways and means of US Registration for foreign drugs, Chemistry, Manufacturing and controls (CMC),

Module 4:

Post approval Regulatory affairs, Regulation for combination products (Controlled release systems), medical device, Environmental concerns and regulations 21 Code of Federal Regulations (CFR) Part 11 and LIMS (Laboratory information Management System).

Module 5:

FDA Approvable indications and other considerations: Data procession for Global submission, Text and Tabular exposition. Common Technical Document (CTD)/ electronic Common Technical Document (eCTD) Format, working with contract Research Organization (CRO), Industry and FDA Liaison, Role of European Commission Competent Authorities and Notified Bodies and USFDA Authorities.

**Books**

1. Regulation of the Pharmaceutical Industry By Abraham, J., Smith, H. Lawton, Lawton Smith.
2. The Law and Ethics of the Pharmaceutical Industry By M.N.G. Dukes
3. Impact of Regulatory Environment on Pharmaceutical Industry By Monika Sabharwal

**SPECIALIZATION: MEDIA MANAGEMENT**

**MEDSP 403: Print & Electronic Media**

*Course Objectives*

This course is designed to impart knowledge about the concepts as well as the importance and different technicalities of print and electronic media to our students.

Course

Module 1:



Print Media- Introduction, Concept, Scope, Advantages & its importance. Nature, Objectives, Purposes and Functions. News: Definition, Nature, Qualities and Values, Hard & Soft News. Parts/Structure of News - Headline, Intro and Body. Functioning of News Room Essentials of News Writing, The Inverted Pyramid: Need and usefulness, Process of News Gathering Sources of News.

Module 2:

Editorial Page, Editorials and importance of Editorial Page. Types of Editorials, importance of Editorial, Planning of editorials. News Agency Journalism, PTI, UNI, International News Agencies: AP, UPI, Reuters, Syndicates.

Module 3:

Radio as a Mass Medium , Importance of Radio in the present media scenario, strengths and weaknesses of Radio. Overview of AIR, BBC and VOA, Types of Radio- AM, FM, Digital and Community Radio Station.

Module 4:

Principles of Program formatting, Objectives of Radio Programme – Information, Entertainment and Education, Introduction to Radio Studio and basic production Techniques. Types of Radio Formats-Radio Talks, News, Interviews, Discussions, Features, Documentaries and Commercials, Program for special audience.

Module 5:

TV as a Mass medium, its importance & role in society and Nation building. Working & Objectives of Doordarshan and Satellite TV Channels. Different types of TV Programs, Indoor and Outdoor shooting, Fundamentals of TV Reporting, Reporting skills, Ethics & Principles of news writing, P to C, VO, News Package, sound bites, Types of editing-linear and Non-Linear, Online and Offline editing.

#### **BOOKS:**

1. Mac Dougall, Curtis D., (7 February 1987), Interpretative Reporting, Macmillan New York.
2. Hohenberg, John, (January 1983), The Professional Journalist. Rinehart and Inston, London.
3. Mehta DS (1979 ), Mass Communication and Journalism in India, Allied Publishers
4. Shrivastava, K.M., (1989), Radio and TV Journalism, Sterling Publishers, New Delhi
5. Shrivastava, K.M., (1989), Radio and TV Journalism, Sterling Publishers, New Delhi.
6. Shrivastava, K.M. (2005), Broadcast Journalism in the 21st century, New Dawn Press

#### **MEDSP 404: Public Relations and Channels**

##### *Objectives*

The objective of this course is to give a detail knowledge of public relation and its different tools used in different medias.

##### Course Contents

Module 1.

PR - Definition, PR-Publicity/Propaganda & Public Opinion, History of PR, Growth as a communication function

Module 2.

PR- as a management function, PR- principles, planning, implementation, research, evaluation, PRO- qualifications and function

Module 3.

PR Tools, Press releases, Press conference, House journals, Corporate films, Other PR Tools (Newsletter, Brochure, Leaflets, Pamphlets, Booklets, Manuals, Annual Reports, Handbills, Sticker, and posters)

Module 4.

Community relations / Employee relations / Govt. relations / Lobbying / CSR (Corporate Social Responsibility), PR in India (Both public & private sector), Role & Function of a PR Agency, Emerging trends in PR

Module 5.

Crisis Management: Predictable and unpredictable crisis, crisis situations, reaction to crisis, crisis communication, more than just debunking the damage, Out of adversity, post crisis communication. The relationship between individual and organization stress, coping with stress.

**Suggested Reads:**

1. Public Relations in India – J. M. Kaul
2. Practical Public Relations – Sam Black
3. Applied Public Relations – K. R. Balan
4. PR: A Scientific Approach – Baldeo Sahani
5. Effective PR – Cutlip & Center
6. Public Relations in Business & Public Administration in India – V. M. Dhenkney

**MEDSP 405: Media Ethics & Laws**

*Objectives:*

The course aims at giving the different ethical practices, legal aspects etc. that are followed in the media industry.

Course Contents

Unit 1:

Press Laws- Need to study; Media Ethics & Professional Morality, Code of Ethics & Guidelines for the Press, The McBride Commission, NANAP and NWICO, Freedom of the press in India, Press during Emergency

Unit 2:

The Press Council Act and the Press Council of India, TRAI, Broadcasting Bill and the BRAI, Indian Broadcasting Federation, Lokpal Bill and Lokayukta.

Unit 3:

The Press (Objectionable matters) Act, Defamation, Libel & Slander, Contempt of Court, Copyright, Intellectual Properties Act, Press & Registration of Books Act, Delivery of Books & Newspapers Act, Official Secrets Act, Indian Telegraph Act, Indian Post Office Act, Newspaper (Price & Page) Act, Newspaper (Price Control) Act, Working Journalists (Fixation of Wages) Act, Prevention of Seditious Meeting Act, Prevention of Publication of Objectionable Matter (Repeal Act), Young Persons (Harmful Publication) Act 1956, Drugs and Magic Remedies Act, Sedition Act

Unit 4:

Internet & Cyberspace in the present age, Evolution & History of Cyber Crime, Various Cyber Crimes, Cyber Laws & Information Technology Act

Unit 5:

Media and diversity, Walking through ethical minefields, Ethnic, racial and cultural identities, Social responsibility of media in presenting a representative picture of all constituent groups in society, The role of media during conflicts and wars: conflict-reduction journalism, conflict-resolution journalism, Coverage of state security issues and information access.

### **Suggested Reads:**

1. Ethics in Media Communication: Louis Alvin Day, Thomson Wadsworth, 2006.
2. Journalism– Critical Issues: ed Stuart Allan, Rawat, 2005.
3. Journalistic Ethics– Moral Responsibility in the Media: Dale Jacquette, Pearson, 2007.
4. Mass Communication in India– A Sociological Perspective: J.V. Vilanilam, Sage, 2005.
5. Mass Communications – Concept-Case Approach: Kwadwo Anokwa et al., Wadsworth, 2003.
6. Media Communication Ethics: Louis Alvin Day, Wadsworth, 2006.  
Media Ethics– Cases & Moral Reasoning: Clifford G. Christians, et al., Pearson 2006.