

HALDIA INSTITUTE OF TECHNOLOGY
SCHOOL OF MANAGEMENT AND SOCIAL SCIENCE

MBA PROGRAMME

(Curriculum under Autonomy – 2023)

Objective

To conduct business and industry - oriented MBA Programme following AICTE Model Curriculum for Management (MBA & PGDM), 2018.

Course

- Two – Year full-time MBA course (Four –Semester).
- Minimum number of classroom contact teaching for MBA programme should be 96 credits (one credit equals 10 hours) and Internship/Project should be 08 credits i.e., Total 96 + 08 = 104 credits.
- Specialization: Students can opt for any two functional specializations (One Major Area and one Minor Area) from Marketing, Finance, HRM.
- Each Paper = 4 credits (40 contact hours)
- Marks per paper: 100 (30% - Continuous Assessment)

Course Structure

➤ **Regular Course**

Semester	Paper	Credit (4 credits/paper)	Contact Hours 10 weeks/paper
I (C*)	6	24	240
II (C*)	6	24	240
III (2 C*+4 E**)	6	24	240
Internship/Project #1	1	4	—
IV (5 E**)	5	20	200
Comprehensive viva	1	6	—
Internship/Project #2	1	4	—
Course Total	25	106	920

(# Project: Project Preparation + Report Writing + Viva)

(C*: CORE PAPERS/E**: ELECTIVE PAPERS)

Session

- July – December (Odd Semesters / 1st&3rd)
- January – June (Even semesters / 2nd&4th)
- Project Work : after 2nd Semester and 3rd Semester Examination, (6 to 8 Weeks each)

Internship / Project

Six to Eight weeks Internship Project in industry. Preparation of Project Report on an area of Elective courses (**Finance, Marketing, HRM**).

CURRICULUM

Core Courses (Six / Semester)

Semester – I

MB–101 Managerial Economics
MB–102 Organizational Behaviour
MB–103 Managerial Communication
MB–104 Legal Regulatory Framework
MB–105 Indian Ethos and Business Ethics
MB–106 Statistics for Managerial Decision

Semester – II

MB–201 Business Research Methodology
MB–202 Financial Management
MB–203 Marketing Management
MB–204 Operations Management
MB–205 Information System Management
MB–206 Human Resource Management

Semester - III

Core Papers:

MB–301 Project Management & Entrepreneurship
MB–302 Strategic Management
MB–303 Internship Project and Viva Voce

Elective Papers: Three from any one Functional Area (Major) and one from a different Functional Area (Minor)

FM/ MM/HR – 301
FM/ MM/HR – 302
FM/ MM/HR – 303
FM/ MM/HR – 304
MM/HR – 305

Semester – IV

Compulsory paper : Comprehensive viva-voce – MB 401

Elective Papers (Three from Major Functional Area and Two from Minor Functional area) **

FM/MM/HR– 401
FM/MM/HR – 402
FM/MM/HR – 403
FM/ MM/HR – 404
FM/ MM/HR – 405
FM/ MM/HR – 406

****The Major and Minor Functional areas will be same as chosen in the 3rd Semester.**

Elective Papers for Third Semester
Functional Specialization (3rd Semester)

MARKETING	
CODE	COURSE NAME
MM 301	RETAIL MANAGEMENT
MM 302	DIGITAL & SOCIAL MEDIA MARKETING
MM 303	IMC/ PROMOTION STRATEGY
MM 304	MARKETING RESEARCH
MM 305	LOGISTICS AND SUPPLY CHAIN MANAGEMENT

HUMAN RESOURCE	
CODE	COURSE NAME
HR 301	TEAM DYNAMICS AT WORK
HR 302	HR METRICS AND ANALYTICS
HR 303	CROSS CULTURAL MANAGEMENT
HR 304	ORGANIZATIONAL DESIGN
HR 305	INDUSTRIAL SOCIOLOGY

FINANCE	
CODE	COURSE NAME
FM 301	BANKING PRACTICES
FM 302	FINANCIAL MARKETS & SERVICES

FM 303	INSURANCE PRACTICES
FM 304	CORPORATE FINANCE

Elective Papers for Fourth Semester

Functional Specialization (4th Semester)

MARKETING	
CODE	COURSE NAME
MM 401	CONSUMER BEHAVIOUR
MM 402	B2B MARKETING
MM 403	SALES & DISTRIBUTION MANAGEMENT
MM 404	SERVICE MARKETING
MM 405	PRODUCT & BRAND MANAGEMENT
MM 406	INTERNATIONAL MARKETING

HUMAN RESOURCE	
CODE	COURSE NAME
HR 401	MANPOWER PLANNING RECRUITMENT & SELECTION
HR 402	EMPLOYEE RELATIONS&LABOUR LAWS
HR 403	COMPENSATION & BENEFITSMANAGEMENT
HR 404	PERFORMANCE MANAGEMENT
HR 405	STRATEGIC HRM
HR 406	INTERNATIONAL HRM

FINANCE

CODE	COURSE NAME
FM 401	INVESTMENT ANALYSIS & PORTFOLIO MANAGEMENT
FM 402	TAXATION
FM 403	MERGERS, ACQUISITION & CORPORATE RESTRUCTURING
FM 404	FINANCIAL DERIVATIVES
FM 405	INTERNATIONAL FINANCE
FM 406	PROJECT APPRAISAL & FINANCE

FIRST SEMESTER

MB 101: MANAGERIAL ECONOMICS (Credit = 4, Contact Hours =40)

Module I:	
Introduction to Managerial Economics (a) Definition, Nature, Scope, Importance and General Foundation of Managerial Economics. Circular flow of activities. (b) Nature of firm; Objectives of firm; Theory of firm Forms of Organizations-Sole Proprietorship; Partnership; Joint Stock Company; Cooperatives; Public Enterprises.	[4L]
Module II:	
Demand Analysis (a) Relevance of demand analysis in Business Decision-making: Law of Demand; Elasticity of Demand; Determinants of Demand. (b) Individual, firm and Market demand; Demand Curve and its nature. (c) Demand Forecasting Techniques.	[6L]
Module III:	
Markets and It's Pricing (a) Production functions in short and long run (b) Cost concepts: Types of cost; Relationship between Average and Marginal Cost in Short run and long run; Economics and Accountant View on Cost; Preparation of Cost sheet and Computation of Unit and Total Cost; Using Marginal costing in business decision making. (c) Wages and wage differentials. (d) Product Markets and Recourse Markets. Market Structure: Differently Competitive Markets; Pricing under different Market structures. Methods of Pricing new and existing products; Pricing strategies.	[10L]
Module IV:	
Decision Making (a) Concept of Required Rate of Return and Internal Rate of Return; Annual-cost and Annual-worth Comparisons; Present-worth analysis; Computation of Cost of Capital and its relevance to decision-making; Economic Life; Replacement Economy; Analysis of risk and uncertainty in capital expenditure decisions. (b) Budgetary Control: Preparation of Cash Budgets, Purchase Budgets, Production Budgets and Flexible Budgets; Concept of Zero-Based Budgeting.	[8L]
Module V:	
Macro-Economic Parameters (a) Introduction to National Income and Methods of Estimating National Income. (b) Inter Sectoral Linkages Macro Aggregates and Policy Interrelationships- Fiscal and Monetary Policies. Business and Government.	[6L]

Module VI:	
Macro-Economic Issues <ul style="list-style-type: none"> (a) Economic Indicators Technology, Employment and Poverty-Issues and Challenges Industrial Finance – Money Market and Capital market. (b) The Great Depression of 1920s and lessons learnt. Global recession of 2008 and its impact on Indian business. The Euro crisis. (c) WTO and its impact on Indian Agriculture and Textiles industry. Concepts of SEZs, EPZs, FTZs and EPCs. 	[6L]
Suggested Readings:	
<ul style="list-style-type: none"> (a) Gupta G.S., MANAGERIAL ECONOMICS, Tata McGraw-Hill, New Delhi. (b) Varshnavy and Maheashwary, MANAGERIAL ECONOMICS, Sultan and Chand, New Delhi. (c) Managerial Economics by R. Panneerselvam, P. Sivasankaran and P. Senthilkumar (2018); Cenage Learning India Pvt. Ltd. (d) Managerial Economics and Business Strategy by Michael R Baye and Jeff Prince (2017); McGraw Hill Education, Eighth Edition (e) Managerial Economics: Principles and Worldwide Applications by Dominick Salvatore and Siddhartha k rastogi (2016); Oxford Higher Education (f) Managerial Economics by D N Dwivedi (2015); Vikas Publishing House (g) Principles of Macroeconomics (7th Edition) by Karl E. Case, Ray C. Fair, Publisher: Prentice Hall (h) Macroeconomics: Principles and Tools (3rd Edition) by Arthur O’Sullivan, Steven M. Sheffrin, Publisher: Prentice Hall. 	

FIRST SEMESTER

MB 102: ORGANIZATIONAL BEHAVIOUR (Credit = 4, Contact Hours =40)

Module-I	
OB– Overview –Meaning of OB, Importance of OB, Approaches of Learning OB, Contributing Disciplines, Applications in Industry.	[2L]
Module-II	
<ul style="list-style-type: none"> a) Personality– Meaning of Personality, Determinants of Personality, Theories of Personality-Freudian Stages of Personality Development, Psychoanalytic Theory, Big 5 theory, Hofstede’s Framework of Personality Analysis, Measurement of Personality -Myers-Brigg’s Type Indicator b) Perception – Process and Principles, Nature and Importance, Factors Influencing, Perception, Perceptual Selectivity, Social Perception, Fundamentals of Decision making. 	[10L]

Module-III	
<p>Work Motivation – Approaches to Work Motivation, Theories of Motivation – Maslow’s Hierarchy of Need Theory, Alderfer’s ERG Theory, Herzberg’s Motivation-Hygiene Theory, McClelland’s Achievement – Motivation Theory, McGregor’s Theory X & Y, Vroom’s Expectancy Theory, Porter Lawler Expectancy Model</p> <p>Attitudes and Job Satisfaction – Sources of Attitudes, Types of Attitudes, Attitudes and Consistency, Cognitive Dissonance Theory, Attitude Surveys.</p>	[6L]
Module-IV	
<p>a) Group Behavior - Characteristics of Group, Types of Groups, Stages of Development,</p> <p>b) Group Decision-making, difference work group and work team, Why work Teams, Work team in Organization, Team Building, and Organizational Politics.</p> <p>c) Conflict in Organization - Sources of Conflict, Types of Conflict, Conflict Process, Johari Window, Conflict Resolution, Cases on Conflict Resolution.</p>	[8L]
Module-V	
<p>Leadership - Leadership Theories, Leadership Styles, Skills and influence process, Leadership and power, Examples of Effective Organizational Leadership in India, Cases on Leadership, Success stories of today’s Global and Indian leaders.</p>	[4L]
Module-VI	
<p>a) Organization - Mission, Goals, Characteristics, Types, Organizational Theory- Classical Theories: Scientific Management, Administrative Principals, Bureaucracy, Human Relation Approach, Modern Theories: System Approach, Contingency Approach, Quantitative Approach, Behavioral Approach, Managing Organizational Culture.</p> <p>b) Organizational Change - Meaning and Nature of Organizational Change, Types of Organizational Change, Forces that acts as stimulant to change. Resistance to change, How to overcome resistance to change, Approaches to managing Organizational Change, Kurt Lewin’s three Step model, Action research model, Kotter’s eight step model.</p>	[10L]
Suggested Readings:	
<p>(a) Robbins, S.P. Judge, T.A. & Sanghi, S.: Organizational Behaviour, Pearson</p> <p>(b) Luthans, Fred: Organizational Behaviour, McGraw Hill</p> <p>(c) Newstrom J.W. & Devis K.: Organizational Behaviour, McGraw Hill</p> <p>(d) Aswathappa ,K : Organisational Behaviour ,Himalaya Publishing House</p> <p>(e) Shukla, Madhukar : Understanding Organizations – Organizational Theory & Practice in India, Prentice Hall</p> <p>(f) Sekharan, Uma: Organisational Behaviour , The McGraw –Hill Companies</p>	

FIRST SEMESTER

MB 103: MANAGERIAL COMMUNICATION

(Credit = 4, Contact Hours =40)

Module I:	
a) Principles of Communication – Definition, Purposes, Types, Process, Models and Barriers b) Written Communication – Stages of Writing, Composing Business Messages, Preparing Notes, Style, Punctuation, Using simple words, Proof Reading.	[6L]
Module II:	
Verbal and Non-Verbal Communication – Presentation Skills (Planning and Preparation/ Using Visual Aids/ Delivery), Individual and Team Presentations, Public Speaking, Listening and Feedback, Body Language, Listening Skills	[4L]
Module III:	
Report Writing – Report Planning, Types of Reports, Developing an outline, Nature of Headings, Ordering of Points, Logical Sequencing, Graphs, Charts, Executive Summary, List of Illustration, Report Writing.	[4L]
Module IV:	
a) Internal Communication – Circulars, Notices, Memos, Agenda and Minutes b) External Communication – Resume/CV, Email writing	[9L]
Module V:	
Writing Business Letters – Formats, Styles Types – Request, Enquiry, Placing Order, Instruction, Action, Complaint, Adjustment, Sales, Reference, Good News & Bad News, Acknowledgement	[7L]
Module VI:	
Selected Academic Journal Papers and Literary Works focusing on critical thinking, descriptive ability and alternate analysis (i) Packeltide’s Tiger by Saki and ii) Hungry Stones by R.N. Tagore)	[10L]
Suggested Readings:	
(a) Monipally: Business Communication, Tata McGraw Hill (b) Business Communication Essentials (6th Edition) by Courtland L. Bovee& John V. Thill, Pearson (c) Business English: A Complete Guide for All Business and Professional Communications by Prem P. Bhalla; UBS Publishers (d) The Effective Presentation: Talk your way to success by AshaKaul; SAGE (e) Madhukar: Business Communications; Vikas Publishing House (f) Senguin J: Business Communication; Allied Publishers	

FIRST SEMESTER

MB 104: LEGAL REGULATORY FRAMEWORK (Credit = 4, Contact Hours =40)

Module I	
a) Legal Aspects of Business - Society, State and Law, Basic Principles of Jurisprudence, Enforceability of Law b) Indian Contract Act, 1872 – Contract defined, Elements of valid contract, Classification of contracts, Offer and acceptance, Consideration, Capacity to contracts, Free consent, Legality of object and consideration, Illegal agreements, Termination of contracts, Breach of contract, Indemnity and guarantee, Laws of agency, Bailment	[11L]
Module II	
a) Sale of Goods Act, 1930 – Classification of goods, Conditions & Warranties, Passing of ownership rights, Rights of an unpaid seller, Remedies for breach of Contract of Sale of Goods. b) Negotiable Instruments Act, 1881 – Definition and characteristics of different types of negotiable instruments, Parties to a negotiable instrument and their capacity, Dishonour of cheques, Discharge from Liability, Crossing of cheques, Bank drafts and Banker's cheques.	[6L]
Module III	
Companies Act, 1956 – Nature and kinds of companies, Formation, Memorandum, Articles, Prospectus, Different types of meetings, Types of Directors, Power of Directors Capital – shares, debentures, borrowing powers, minimum subscription, Appointment of Directors; Liquidation types,	[8L]
Module IV	
a) Consumer Protection Act, 1986 – Salient features and objectives of the Consumer Protection Act, 1986, Different Consumer redressal Forums, Composition and jurisdiction of district, state and National forum, Mode of complaints, Procedures for disposal of complaints, Penalty. b) Intellectual Property Right- Laws relating to Patents (Patent Act, 1970), Trademarks (Trademark Act, 1999), Copyright (Copyright Act, 1957), Geographical Indications (Registration & Protection) Act, 1999, Intellectual Property Regime (WTO Guidelines)	[10L]
Module V	
Basic features of Environment Protection Act 1986	[2L]
Module VI	
Legislation for Anti-competitive and Unfair Trade Practice – Objectives of MRTP Act, 1969, Objectives of Competition Act, 2002	[3L]
Suggested Readings:	
Sen&Mitra: Commercial law; World Press Pathak: Legal Aspect of Business, TMH Das & Ghosh: Business Regulatory Framework: Ocean Publication, Delhi Pillai&Bagavathi: Business law, S. Chand Dutt&Sundaram: Economic Environment of Business, S. Chand Misra, S. K & Puri, D. K.: Economic Environment of Business, Himalaya Publishing	

FIRST SEMESTER

MB 105: INDIAN ETHOS AND BUSINESS ETHICS

(Credit = 4, Contact Hours =40)

Module – I:	
History & Relevance; Principles, practiced by Indian Companies; Role of Indian Ethos (Management lessons from Vedas, Mahabharata, Bible, Quran, Arthashastra) Indian Heritage in Business. Ethics Vs Ethos, Indian Vs Western Management; Work ethos and values for Indian Managers	[6L]
Module – II	
Relevance of Value-based Management in Global change- - impact of Values on stake holders; Trans-cultural human values; Secular - Vs Spiritual values; value system in work culture - Contemporary Approaches to Leadership – Joint Hindu Family business; Leadership qualities of Karta	[6 L]
Module – III	
Indian systems of learning- Gurukul system of learning, advantages – disadvantages of Karma, Importance of Karma to managers, Nishkama Karma- laws of Karma; Law of creation- Law of humility- Law of growth – Law of Responsibility- Law of connection – Corporate Karma Leadership - Stress Management, - meditation for mental health, yoga	[8 L]
Module - IV:	
Understanding Business Ethics – Ethical Values, Myths and Ambiguity, Ethical Codes, Ethical Principles in Business; Theories of Ethics, Absolutism vs. Relativism, Approaches to Business Ethics: Teleological Approach, The Deontological Approach, Kohlberg’s Six Stages Of Moral Development (CMD)	[8 L]
Module - V:	
Managing Ethical Dilemma: Characteristics, Ethical Decision Making, Ethical Reasoning, The Dilemma Resolution Process; Ethical Dilemmas In Different Business Areas Of Finance, Marketing, HRM and International Business	[4 L]
Module - VI:	
Ethical Culture in Organizations – Developing Code of Culture in Organization, Ethical and Value-Based Leadership. Role of Scriptures in Understanding Ethics, Ethics in Business, Strategies of Organizational Culture Building, Ethical Indian Wisdom and Indian Approaches towards Business Ethics.	[8 L]
Suggested Readings	
(a) Beteille, Andre - Society and Politics in India, OUP (b) Chakraborty, S. K. - Values and Ethics for Organisations, OUP (c) Fernando, A.C. - Business Ethics - An Indian Perspective, Pearson (d) Gupta, Dipankar - Social Stratification, OUP. (e) Srinivas, M. N.- Social Structure and Caste and Other Essays, OUP. (f) Sandhya, N- Indian Society, Vrindya Publication	

FIRST SEMESTER

MB 106: STATISTICS FOR MANAGERIAL DECISION

(Credit = 4, Contact Hours =40)

Module I:	
Basic Statistics: Basic Concept of Variables, Population v/s Sample, Dispersion. Data Visualization, classification and tabulation of data, presentation of data, graphical presentation of data by frequency curve, frequency polygon, ogives, histogram.	[8L]
Module II:	
Measures of Central Tendency: Mean: Arithmetic (simple and weighted), combine, geometric, and harmonic – Median – Mode - Merits and demerits of measures of central tendencies – Interrelationships amongst the measures of central tendencies.	[6L]
Module III:	
Correlation and Regression Analysis: Correlation, scatter diagram, product moment correlation coefficient and properties, spearman's rank correlation coefficient, regression, regression coefficients, lines of regression & their properties, properties of regression coefficients, fitting of lines of regression by the least squares method, interpretation of slope and intercept.	[6L]
Module IV:	
Probability & Distribution: Probability – Introduction, Rules of Probability, Conditional Probability (Baye's Theorem), Random Variables, Discrete and Continuous Distributions (Binomial, Poisson and Normal), Sampling – Types and Distribution.	[6L]
Module V:	
Theory of Estimation: Estimation – estimation problems, standard error, margin of error, confidence error, confidence interval, characteristics of estimators, consistency unbiasedness, sufficiency and efficiency, most sufficient estimators. Point Estimation and Interval Estimation.	[6L]
Module VI:	
Statistical Inference: Hypothesis Testing, Parametric Test – Z, F, t test, ANOVA, Non-Parametric Test – Chi square test (goodness of fit, independence of attributes) Spearman's Rank Correlation Coefficient.	[8L]
<i>Software Packages to be used in illustrating the above methods</i>	
Suggested Readings	
(a) Statistics by Wayne L. Winston (b) Business Statistics by GC Berry (c) Business Statistics, Problems & Solutions by JK Sharma (d) Statistical Methods by N. G. Das (e) Statistics for Management Levin Rubin	

SECOND SEMESTER

MB 201: BUSINESS RESEARCH METHODOLOGY

(Credit = 4, Contact Hours =40)

Module I:	
Introduction: Research-meaning, significance, purpose and types; Criteria of good Research; Nature and Scope of Research Methodology; Research Methods and Research Methodology; Types of data and types of variables; Measurement Scales; Research Designs and its types; Steps in research-Identification, Selection and formulation of research problems including Review of Literature and Identification of research Gaps; Research questions; Hypothesis formulation; Questionnaire Design and Reliability Testing.	[6L]
Module II:	
Sampling techniques: Probabilistic and Non-Probabilistic Sampling and determination of sample size; Steps in sampling process	[4L]
Module III:	
Descriptive Statistics and Graphical representation of Data: Mean, Median and Mode; Range, Standard Deviation, Skewness and Kurtosis. Graphical representation of data using Microsoft excel	[6L]
Module IV:	
Parametric Tests: Fundamental assumptions for conducting parametric tests; Various parametric tests using statistical software like, Correlation and Regression Analysis, t-test; One-way ANOVA and Two-way ANOVA; Chi-Square Test; and Factor Analysis.	[8L]
Module V:	
Non-parametric Tests: Concept of non-parametric test, Difference between Parametric and Non-parametric Tests; Various non-parametric tests using statistical software like, Sign Test, Wilcoxon Test, Mann-Whitney U Test, Kruskal-Wallis Test, Friedman Test, Run Test, etc.	[6L]
Module VI:	
Report Writing, Referencing Styles and Preparing Presentation: Concept, Types of Reports, Components of Reports, Steps in Report Writing, Layout and Presentation of Report; Concept of Research Ethics, Referencing Styles-APA, MLA and others, Preparing presentation using Microsoft PowerPoint.	[10L]
<i>Software Packages to be used in illustrating the above methods</i>	
Suggested Readings	
(a) Research Methodology for Social Sciences by ArunangshuGiri&DebasishBiswas	

(b) Research Methodology by Deepak Chawla&NeenaSondhi (c) Business Research Methods by Naval Bajpai (d) Statistical Methods by N. G. Das (e) Statistics for Management Levin Rubin	
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SECOND SEMESTER
MB 202: FINANCIAL MANAGEMENT

(Credit = 4, Contact Hours =40)

Module-I	
a) Corporate Accounting – Preparation of Corporate Final Accounts as per Companies Act 1956 b) Ratio Analysis – Computation of different Accounting ratio – Interpretation – Limitations c) Depreciation – Methods – Straight Line method and WDV method- Accounting – Importance--Provisions – Doubtful Debt – Bad Debt	[10L]
Module-II	
a) Introduction to Financial Management - Goals of the firm - Financial Environments b) Time Value of Money : Simple and Compound Interest Rates, Computing more than once a year, Annuity Factor	[4L]
Module-III	
Capital Budgeting : The Capital Budgeting Concept & Process - An Overview, Generating Investment Project Proposals, Estimating Project, After Tax Incremental Operating Cash Flows, Capital Budgeting Techniques, Project Evaluation and Selection – \Alternative Methods	[8L]
Module-IV	
Working Capital Management : Overview, Working Capital Issues, Financing Current Assets (Short Term and Long Term- Mix)—Merits and demerits of Surplus and inadequate working capital—Determinants of working capital--Estimation of Working Capital.	[8L]
Module-V	
a) Cash Management : Motives for Holding cash, Speeding Up Cash Receipts, Slowing Down Cash Payouts, Electronic Commerce, Outsourcing, Cash Balances to maintain b) Accounts Receivable Management : Credit & Collection Policies, Analyzing the Credit Applicant, Credit References, Selecting optimum Credit period.	[6L]
Module-VI	
a) Cost of Capital : Concept, Computation of Specific Cost of Capital for Equity - Preference – Debt, Weighted Average Cost of Capital – Factors affecting Cost of Capital. b) Leverage : Operating & Financial Leverage: Operating Leverage, Financial Leverage, Total Leverage Indifference Analysis in leverage study.	[4L]
Suggested Readings:	
(a) M. Hanif & A. Mukherjee : Financial Accounting. McGraw Hill	

(b) S. K. Paul: Financial Accounting, New Central book Agency (c) S. P. Jain & K. L. Narang: Cost and Management Accounting. Kalyani Publication (d) P. M. Rao: Financial Statement Analysis and Reporting. PHI (e) T. P. Ghosh, N. Ankarnath, K. J. Mehta & Y. A. Alkafazi: Understanding IFRS Fundamentals, Wiley (f) Tulsian & Tulsian: Corporate Financial Reporting, S. Chand	
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SECOND SEMESTER

MB 203: MARKETING MANAGEMENT (Credit = 4, Contact Hours =40)

Module-I	
a) Introduction: Definitions of marketing; Core Concept of Marketing – need, want, demand, offering and branding, value and satisfaction, Evolution of marketing concepts (orientations); Marketing Mix – 4Ps and 4Cs. b) Marketing Environment: Major components of Internal Environment, the micro-environment and macro-environment; SWOT Analysis, PEST Analysis c) Strategy and Planning: Concept of SBU, Choice of Corporate level Strategy; BCG matrix, Product-Market Grid, Porter’s Five Force Model for Industry Analysis.	[8 L]
Module-II	
a) Market Segmentation, Targeting and Positioning (STP): Concepts of market segmentation: Various bases for segmentation: Geographic, Demographic, Psychographic (VALS-II) and Behavioural; Targeting: Mass marketing, Segment Marketing, Niche Marketing, Micro Marketing and Customization; Concept of Differentiation and Positioning. b) Consumer Behaviour and Marketing Research: A framework of consumer decision making process, overview of major factors influencing consumer behavior; marketing research: Role in decision making, Steps and process of Marketing Research, B2B Marketing.	[8 L]
Module-III	
a) Product: Product Classification, Service – characteristics and expanded service mix elements; Product Levels, Product Mix, Product Line Management, Product Life Cycle: concept and types, New Product Development. b) Branding and Packaging: Purpose of branding; Brand equity; Branding strategies; Purpose of Packaging; Types of Packaging – primary, secondary, shipping packages.	[6 L]
Module-IV	

Pricing: Procedure for price setting; Pricing objectives; Cost and Demand consideration; Pricing Methods, Pricing Strategies	[4 L]
Module-V	
a) Marketing Channels: Channel flows and functions; Channel design decisions; Wholesaling and Retailing, Concept of Supply Chain Management and Logistics Management, Channel Conflict Management b) Basic concepts of market potential: Sales potential/ Market Share and Sales forecast; Methods of Sales forecasting.	[8 L]
Module-VI	
Promotion: Elements of Promotion Mix (Advertising, Sales Promotion, Personal Selling, Direct Marketing, Publicity & PR), 5M model of Advertising, Concept of Digital Marketing; Overview of Selling Process	[6 L]
Suggested Reading:	
(a) Kotler, P., Keller, K., Koshy, A. & Jha, M. - Marketing Management; Pearson (b) Ramaswamy & Namakumari - Marketing Management; McMillan (c) Saxena, R. - Marketing Management; TMH (d) Kurtz, David L, Boone, Louis E - Principles of Marketing; Thomson (e) Keith Blois – Text Book of Marketing; Oxford University Press (f) Etzel, M.J., Walker, B.W. & W.J. Stanton - Marketing; TMH	

SECOND SEMESTER

MB 204: OPERATIONS MANAGEMENT (Credit = 4, Contact Hours =40)

Module-I	
a) Introduction to Production and Operations Management: Difference between Manufacturing and Service Operations; Product Process Matrix capacity planning- Responsibilities of Production Manager; System Concept of Production, Production as a Coordination Function; Production Planning & Control Concept. b) Characteristics of Manufacturing Systems: Classification of Manufacturing System; Selection of Manufacturing System using Break-even Analysis and its implication with Product Life Cycle.	[6L]
Module-II	
a) Plant Location: Need for a Good Plant Location; Factors influencing Plant Location – Tangible and Intangible Factors; Economic Survey of Site Selection b) Plant Layout: Need for a Good Plant Layout; Characteristics of a Good Layout; Costs associated with Plant Layout; Process Layout vs. Product Layout; Optimization in a Process Layout and Product Layout; Designing Product and Process Layout; Assembly Line Balancing – Concept and Problems; Cellular Manufacturing Concept	[6L]
Module-III	
a) Forecasting: Patterns of a time series – trend, cyclical, seasonal and irregular;	[6L]

Forecasting techniques: moving average, simple exponential smoothing, linear regression; Forecasting a time series with trend and seasonal component.	
b) Work Study: Definition and its Importance; Basic Procedure in Performing a Work Study; Method Study –Objectives and Procedure; Work Measurement–Objectives and Procedure; Concepts of Performance Rating, Basic Time, Allowances and Standard Time	
Module-IV	
a) Materials Management: Need, scope and advantages; Materials Requirement Planning (MRP – I, MRP – II), and Budgeting b) Inventory Management: Scientific Inventory Control, Classification of inventory items – ABC, FSN, VED classification; Introduction to EOQ, EOQ Models – instantaneous replenishment, gradual replenishment (EBQ), with price breaks, with shortage; Two-bin and Periodic System, Just-In-Time (JIT) system; Probabilistic Models.	[8L]
Module-V	
Machine Scheduling: Gantt Charts, Johnson’s Rule – Sequencing of n jobs on 2 and 3 machines; Concept of Single Machine Scheduling – Shortest Processing Time, Longest Processing Time, Earliest Due Date and First Come First Serve basis Project Scheduling: CPM and PERT techniques.	[6L]
Module-VI	
a) Quality Management: Meaning of Quality, Dimensions and Achievement of Quality, Cost of Quality, 7 Quality Control Tools, Quality Gurus – Deming, Juran Crosby, Taguchi, Ishikawa; Quality Control – Meaning and Functions, Statistical Process Control, Types of Inspection; Acceptance Sampling, Defects, Operating Characteristics Curve, Control Charts - Variable and Attributes, Concept of 6 Sigma. b) Purchase Management: Purchase Policy, Systems, Procedures; Vendor Selection; Negotiation; Vendor Development and Evaluation; Make or Buy decision; Legal aspects of purchasing, Value Analysis. c) Maintenance Management: Types of Maintenance – Breakdown and Preventive Maintenance; Total Productive Maintenance (TPM)	[8L]
Suggested Readings:	
(a) Chary, S.N. – Production and Operations Management; TMH (b) Panneerselvam, R. – Production and Operations Management, PHI (c) Jhamb L. C. and Jhamb S. - Industrial Management – Vol-I & Vol-II, Everest Publishing House (d) Bedi, K. – Production and Operations Management; Oxford University Press (e) Chase, Jacobs, Aquilano and Agarwal – Operations Management for Competitive Advantage; TMH (f) Buffa, E. S. and Sarin, R.K. – Modern Production / Operations Management; John Wiley (g) Collier, Evans and Ganguly – Operations Management; Cengage Learning	

SECOND SEMESTER

MB 205: INFORMATION SYSTEM MANAGEMENT (Credit = 4, Contact Hours =40)

Module-I	
<p>a) Information Systems and Organizations: Data vs. Information, Information System - Concept, Dimensions, Functions, Information Technology Resources,</p> <p>b) Information Systems used at different managerial levels: Transaction Processing System (TPS), Management Information System (MIS), Decision Support System (DSS), Knowledge Management System (KMS), Executive Information System (EIS), Executive Support System (ESS), Interrelationships among the systems.</p> <p>c) Information Systems used on functional perspective: Marketing & Sales Systems, Finance & Accounting Systems, Manufacturing & Production Systems, Human Resource Systems, Inventory Systems.</p>	[6L]
Module-II	
<p>a) ERP (Enterprise Resource Planning): Concepts of ERP, architecture of ERP, Generic modules of ERP, Applications of ERP, concept of XRP (extended ERP).</p> <p>b) CRM (Customer Relationship Management): Concepts of CRM, Features, application of CRM Sales force automation</p> <p>c) SCM (Supply Chain Management): Concepts of SCM, drivers of SCM, inbound & outbound logistics, E-SCM</p> <p>d) Overview and Applicability of various electronic activities:- eProcurement, eTailing, eLogistics, eCollaboration, eIntegration.</p> <p>e) Features of commercial software: SAP, Oracle, MS Dynamics NAV</p>	[6L]
Module-III	
<p>a) Data Communication & Networking Need for computer networking, components of a data communication system, Network topology Types of networks: LAN, MAN, WAN; concepts of Internet, Intranet, Extranet, and WWW. Network protocols, Network Architecture, OSI and TCP/IP</p> <p>b) Database Management Systems (DBMS) What is a DBMS; Need for using DBMS. Concepts of tables, records, attributes, keys, integrity constraints SQL: DDL & DML, DCL concepts, SQL commands [ANSI standard].</p>	[6L]
Module-IV	
<p>a) E-commerce / E-business Overview, Definitions, Advantages & Disadvantages of E-commerce Business models of e-commerce: models based on transaction party (B2B, B2C, B2G, C2B, C2C, E-Governance), models based on revenue models</p>	[4L]

<p>Risks of e-commerce and security measures</p> <p>b) Threats to Computer Systems and Control Measures</p> <p>Concepts of threats: Virus, hacking, phishing, spyware, spam, physical threats (fire, flood, earthquake, vandalism)</p> <p>Concepts of security measures: firewall, encryption</p>	
Module-V	
<p>a) Data Warehousing and Data Mining</p> <p>Concepts of Data warehousing, data mart, meta data, multidimensional modeling, Online Analytical Processing (OLAP), Online Transaction Processing (OLTP), Data mining concepts, knowledge discovery vs. data mining, data mining applications.</p> <p>b) Industry 4.0 Technologies</p> <p>Cloud Computing, Big Data Analytics, Smart Factory, Cyber Physical Systems, Internet of Things (IoT), Artificial Intelligence, Machine Learning.</p>	[6L]
Module-VI [12P]	
<p>Office Automation Applications (Office 365 or higher)</p> <p>a) Word Processing software (e.g. MS-Word) Creating and editing documents. Mail merge.</p> <p>b) Spreadsheet software (e.g. MS-Excel) Creating and editing spreadsheets. Drawing charts. Using Functions: text, mathematical, statistical, date & time, database, financial, logical, Data analysis – sorting data, filtering data (AutoFilter, Advanced Filter), data validation, what-if analysis (using data tables/scenarios), creating sub-totals and grand totals, pivot table/chart, goal seek/solver.</p> <p>c) Presentation software: Introduction–Toolbar, their Icons and Commands– Navigating in Power point–Creation of slides, animation, and templates–Designing Presentations– Slide show controls–Making notes on Pages and Handouts–Printing Presentations– Customizing Presentations–Auto content Wizard.</p> <p>d) MS-Access/Oracle/MS SQL Server: Tables and Queries, Forms, Relationship</p>	[12 P]
Suggested Readings:	
<p>(a) Dan W. Paterson, Introduction to Artificial Intelligence & Expert System, PHI./Pearson Education</p> <p>(b) Davis & Olson, Management Information System, Tata McGraw Hill</p> <p>(c) ISRD, Introduction to Database Management Systems, Tata McGraw Hill</p> <p>(d) Ivan Bayross : SQL & PL/SQL , BPB</p> <p>(e) Leon : ERP, Leon Tech Press</p> <p>(f) Loney & Koch: The Oracle 9i Complete Reference, Oracle Press</p> <p>(g) Loudon and Loudon, Management Information System, Prentice Hall/Pearson Education</p> <p>(h) Mahadeo Jaiswal & Monica Mittal : Management Information Systems, OUP</p> <p>(i) Michale J. Berry and Gordon S. Linoff, Mastering Data mining – The Art and Science of Customer Relationship Management</p> <p>(j) O’ Brien, Introduction to Management Information System, Tata McGraw Hill</p> <p>(k) Sadagopan : ERP : A Managerial Perspective, Tata McGraw Hill.</p> <p>(l) Turban, Aronson : Decision Support System & Intelligent System , Pearson</p>	

Education. (m) Waman S Jawadekar: Management Information Systems – Text and Cases 3ed. McGraw Hill (n) Mahadeo Jaiswal & Monica Mittal: Management Information Systems, OUP (o) Forouzan: Data Communication & Networking, TMH. (p) Tanenbaum: Computer Networks, Pearson Education (q) Ivan Bayross: SQL & PL/SQL, BPB ISRD, Introduction to Database Management Systems, Tata McGraw Hill (r) Sadagopan: ERP: A Managerial Perspective, Tata McGraw Hill.	
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SECOND SEMESTER

MB - 206: HUMAN RESOURCE MANAGEMENT (Credit = 4, Contact Hours =40)

Module-I	
Human Resource Management: Meaning, Scope, objectives, and functions of HRM, HR as a Factor of Competitive Advantage, Structure of HR Department, Line and staff responsibility of HR Managers, Environmental factors influencing HRM	[2L]
Module-II	
Human Resource Planning: definition, objective, process of HRP. Supply and Demand Forecasting techniques, Manpower Inventory, Career Planning & Development, Succession Planning, Rightsizing, Restructuring. Human Resource Information System (HRIS), Recruitment and Selection: Process, Sources, Methods of selection, Interviewing Methods, Skills and Errors.	[10 L]
Module-III	
Human Resource Development: Definition, objective, process of HRD, Assessment of HRD Needs, HRD Methods: Training and Non-Training, Training Process; Designing, Implementation and Evaluation of Training Programmes, Induction Training. Developing Managerial Skills for: team management, collaboration, interaction across business functions, presentation, Negotiation, and Networking	[6L]
Module-IV	
a) Performance Appraisal Systems: Purpose, Methods, Appraisal instruments, 360-degree Appraisal, HR Score Card, Errors in appraisal, Potential Appraisal, Appraisal Interview. b) Compensation Management: Concepts, Components; System of Wage Payment, job evaluation, wage/ salary fixation, incentives, bonus, ESOPs, Fringe Benefits, Retirement Benefits. Compensation Plans	[8L]
Module-V	
a) Industrial Relations in India: Parties; Management and Trade Unions, Industrial Disputes: Trends, Collective Bargaining, Settlement Mechanisms,	[10L]

<p>Role of Government, Labour Policy in India.</p> <p>b) Workers' Participation in Management: Concept, Practices and Prospects in India, Quality Circles and other Small Group Activities.</p> <p>c) Discipline Management: Misconduct, Disciplinary action, Domestic Enquiry, Grievance Handling</p>	
Module-VI	
Strategic HRM: Meaning, Strategic HRM vs Traditional HRM, SHRM Process, barriers to SHRM. Nature of e-HRM, eRecruitment& Selection, e-Performance Management, e-Learning	[4L]
Suggested Readings:	
<p>(a) Agarwala T. - Strategic Human Resource Management, OUP</p> <p>(b) Aswathappa, K. - Human Resource Management, Tata McGraw Hill</p> <p>(c) Jyothi P. & Venkatesh, D.N. - Human Resource Management, OUP</p> <p>(d) Ramaswamy, E.A. - Managing Human Resources, OUP</p> <p>(e) Saiyadain, M.S - Human Resource Management: Tata McGraw Hill</p> <p>(f) MondalSabari&GoswamiAmal - Human Resource Management: Vrinda Publications</p>	

THIRD SEMESTER

MB 301: ENTREPRENEURSHIP & PROJECT MANAGEMENT (Credit = 4, Contact Hours =40)

Module-I:	
<p>a) Introduction: Meaning and Concept of Entrepreneurship, Innovation and entrepreneurship, Contributions of entrepreneurs to the society, risk-opportunities perspective and mitigation of risks</p> <p>b) Entrepreneurship – An Innovation: Challenges of Innovation, Steps of Innovation Management, Idea Management System, Divergent v/s Convergent Thinking, Qualities of a prospective Entrepreneur</p>	[4L]
Module-II:	
<p>a) Idea Incubation: Factors determining competitive advantage, Market segment, blue ocean strategy, Industry and Competitor Analysis (market structure, market size, growth potential), Demand-supply analysis</p> <p>b) Entrepreneurial Motivation: Design Thinking - Driven Innovation, TRIZ (Theory of Inventive Problem Solving), Achievement motivation theory of entrepreneurship – Theory of McClelland, Harvesting Strategies</p>	[6L]
Module-III:	
<p>a) Information: Government incentives for entrepreneurship, Incubation, acceleration.</p> <p>b) Funding new ventures – bootstrapping, crowd sourcing, angel investors,</p>	[10L]

Government of India's efforts at promoting entrepreneurship and innovation – SISI, KVIC, DGFT, SIDBI, Defense and Railways	
c) Closing the Window: Sustaining Competitiveness, Maintaining Competitive Advantage, the Changing Role of the Entrepreneur.	
d) Applications and Project Reports Preparation	
Module-IV:	
a) Definitions of Project and Project Management, Issues and Problems in Project Management, Project Life Cycle - Initiation / Conceptualization Phase, Planning Phase, Implementation / Execution Phase, Closure / Termination Phase	[6L]
b) Project Feasibility Studies – Pre-Feasibility and Feasibility Studies, Preparation of Detailed Project Report, Technical Appraisal, Economic/Commercial/Financial Appraisal including Capital Budgeting Process, Social Cost Benefit Analysis	
Module-V:	
a) Project Planning – Importance of Project Planning, Steps of Project Planning, Project Scope, Work Breakdown Structure (WBS) and Organization Breakdown Structure (OBS), Phased Project Planning	[10L]
b) Project Scheduling and Costing – Gantt chart, CPM and PERT Analysis, Identification of the Critical Path and its Significance, Calculation of Floats and Slacks, Crashing, Time Cost Trade-off Analysis, Project Cost Reduction Methods.	
c) Project Monitoring and Control – Role of Project Manager, MIS in Project Monitoring, Project Audit	
Module-VI:	
Case Studies with Hands-on Training on MS-Project	[4L]
Suggested Readings:	
(a)Innovation and Entrepreneurship by Drucker, P.F.; Harper and Row (b)Business, Entrepreneurship and Management: Rao, V.S.P; Vikas (c)Entrepreneurship: Roy Rajeev; OUP. (d)Text Book of Project Management: Gopalkrishnan, P. and Ramamoorthy, V.E.; McMillan (e)Project Management for Engineering, Business and Technology: Nicholas, J.M., and Steyn, H.; PHI (f)Project Management: The Managerial Process: Gray, C.F., Larson, E.W. and Desai, G.V.; MGH	

THIRD SEMESTER

MB 302: STRATEGIC MANAGEMENT (Credit = 4, Contact Hours =40)

Module-I:	
a) Strategic Management: Meaning, Nature and Essence of Strategy, Hierarchy of Plans, Components of Strategy - Intent, Vision, Mission, Goals & Objectives, Strategic Management - Meaning and Process. b) Environmental Scanning: Internal Environment Analysis - Strategic Advantage Factors (Finance, Marketing, Production, HR, R & D, etc.) SWOT Analysis, External Environment Analysis (Political, Economic, Social, Technical, Environmental, Legal), McKinsey 7S Framework, Competitive Forces - Michael Porter's 5 Forces Model	[12L]
Module-II:	
a) Strategic Planning: Corporate; Functional and Managerial Goal Setting; Positioning Organization, Models for Resource Allocation, Environmental Turbulence Strategic Investment, Strategic Entry b) Formulating Strategies: Corporate, Administrative/Executive and Operating Levels, Developing Functional Strategies – Production/Operations, Finance, Marketing, HR, Materials, R & D, Portfolio analysis - BCG Matrix	[12L]
Module-III:	
Implementation of Strategies: Role of Managers, Leadership, Strategic Control System and Measurement, Structural Implementation, Functional Implementation, Behavioral Implementation	[6L]
Module-IV:	
Strategic Alliances: Mergers, Acquisitions, Diversification, Joint Ventures, De-Merger, etc.	[4L]
Module-V:	
Evaluation of Strategy: Need, Problems, Criteria for Evaluation (Qualitative/Quantitative), Process of Evaluation, Balance Score Card.	[4L]
Module-VI:	
Case studies – Strategic Planning and Management	[2L]
Suggested Readings:	
(a) Corporate Strategies: Banerjee, Bani P.; OUP (b) Crafting the Strategy: Das, Ranjan, Tata McGraw Hill (c) Business Policy and Strategic Management: Kazmi, A., Tata McGraw Hill (d) Global Strategic Management: Mellahi, K., Frynas, J. G. and Finlay, P., OUP (e) Competitive Strategy: Porter, Michael E., The Free Press (f) Discourses on Strategic Management: Roy, Dilip; Asian Books	

THIRD SEMESTER
ELECTIVE PAPERS
SPECIALIZATION: MARKETING

MM 301: RETAIL MANAGEMENT
(Credit = 4, Contact Hours =40)

Module-I:	
Introduction to Retailing: Growth and importance, Strategic Retail Planning. Retail Organization, Models and Theory of Retail Development, Retail Formats, Rural Retailing, Environment and Legislation for Retailing	[4L]
Module-II:	
a) Retail Operations Management: Retail location research and techniques, Objectives of Store designing, Responsibilities of Store Manager, Store record and accounting system, Logistic and Information system b) Retail Planning: Marketing and Strategic Management, Operations and finance in retailing, HRM in retailing, Mall Management, Relationship Management, Brand Management, Social Marketing in Retailing c) Supply Chain Management: Network, Challenges, Forecasting, Sourcing and Vendor Selection, Routing and Route sequencing, Inventory Management, Lead Time uncertainty and Product Availability, Cross Docking and Collaborative Planning.	[16L]
Module-III:	
Retail Sales Techniques and Promotion: Advertising communications and promotion, Promotion Impact, Tactical analysis, Consumer and Retail Sales promotion techniques. Customer Relationships and Behaviour: Understanding Consumer and Market Segment, Consumer Behaviour and Marketing Strategy, Consumer Perception, Self-Concept, Relevance of Culture, Buying Decision, Opinion Leadership, Implications of Personal Influences	[8L]
Module-IV:	
International Retailing: International Marketing Research and Information System, Market Analysis, Motives of International Retailing, International Retail Environment and Structure, Analysis of Retailing in Global Setting – methods and competition.	[6L]
Module-V:	
Electronic Retailing: Use of IT in Retailing, Effective Management of Online catalogues, Direct Retailing Methods, Database Management, Data warehousing, and Analysis of E – Retailing Strategies, Digital and Network marketing.	[4L]
Module-VI:	
Case Studies	[2L]
Suggested Readings:	
(a) Bajaj , Tuli, &Srivastava ““Retail Management” Oxford University Press (b) Berman Barry &Evance J.R “Retail Management” Prentice Hall India	

(c) Jain J.N.& Singh P.P “ Modern Retail Management – Principal And Techniques ” Regal Publications	
(d) SwapnaPradhan “Retailing Management- Text And Cases” Tata Mcgraw-Hill	
(e) George H, Lucas Jr., Robert P. Bush, Larry G Greshan- Retailing	
(f) Barry Berman, Joel R Evans- Retail Management; A Strategic Approach	

THIRD SEMESTER

ELECTIVE PAPERS SPECIALIZATION: MARKETING

MM 302: DIGITAL & SOCIAL MEDIA MARKETING (Credit = 4, Contact Hours =40)

Module-I:	
Fundamentals of Digital Marketing: concept, history, types, implementation and benefits of digital marketing, Advantages over the traditional marketing	[2L]
Module-II:	
a) Search Engine optimization: concept of Search Engines optimization, how SEO operates, website domain, file name, design layouts, optimized keywords, keyword frequency weightage, prominence, placement of keywords, finding keyword, word stemming, metatag optimization, title optimization, anchor optimization, mobile b) Social Media Marketing: concept, as a marketing tool, importance of social media marketing, Social marketing strategy (SMO) for business, SMO key concepts, business profile creation, brand awareness, social engagement; Viral marketing, tools of measurement of popularity, traffic, analytics and statistics. SEO techniques.	[16]
Module-III:	
a) Facebook marketing: overview-types of facebook pages, growth of business through facebook; profile page setup, page navigation, influencer, ad options, page promotion, identity target, likes philosophy, create and engaging fans, call to action, video promotion, marketing tricks, FB analytics. b) Twitter Marketing: Concept, advantages, implementation of twitter; create of twitter account, follower growth, hash tags, sponsor of twitter/hash tags, twitter analytics.	[7L]
Module-IV:	
Google+: Concepts, advantages, creating page on Google+, customization, integration with website/blog, increase in followers, promotion and tools.	[3L]
Module-V:	
a) Instagram Marketing: Concept, advantages, implementation in marketing and promotion b) Youtube Marketing: Concept, advantages, implementation strategy	[7L]

Module-VI:	
a) LinkedIn: concept, benefits, promotion and growth of business using linkedin. b) Case Study	[5L]
Suggested Readings:	
(a) Understanding Digital Marketing by Damian Ryan, Pearson (b) Fundamentals of Digital Marketing by Puneet Singh Bhatia (c) Digital Marketing cases from India by RajendraNargudkar and RomiSainy (d) Marketing 4.0: Moving from Traditional to Digital by Kotler, Kartajaya, Setiawan (e) Social Media Marketing by Tracy L Tuten and Michel R Solomon by SAGE (f) Social Media: 2017 Marketing Tools for Facebook, Twitter, LinkedIn, Youtube, Instagram and Beyond by Mcdonald Jason.	

THIRD SEMESTER

ELECTIVE PAPERS SPECIALIZATION: MARKETING

MM 303: IMC/ PROMOTION STRATEGY (Credit = 4, Contact Hours =40)

Module-I:	
Introduction to Integrated Marketing Communication: Definition, features and role of IMC and its relation with marketing program Concept, Evolution of IMC, Reasons for Growth and Features. Promotional Tools for IMC, IMC Planning Process, Communication Process, AIDA and Hierarchy of Effect Model, Establishing Objectives and Budgeting: Determining Promotional Objectives, Sales vs. Communication Objectives, DAGMAR, Problems in Setting Objectives, and Setting Objectives for the IMC Program.	[4L]
Module-II:	
a) Elements of IMC: Sales Promotion – Different Types of Sales Promotion, Advantages and Disadvantages. Public Relation and Publicity – Types of PR, Process, Advantages and Disadvantages, Types of Publicity, Direct Marketing – Features, Advantages and Disadvantages, Personal Selling – Features, Advantages and Disadvantages, Advertising – Features, Advantages and Disadvantages, New Trends in IMC, International Media. b) Sales Promotion: Definition, Reasons for rapid growth of sales promotion, Objectives of sales promotion, Types of sales promotion, Tools and techniques of consumer and trade promotion with merits and demerits, Role of sales promotion in IMC programme	[10L]
Module-III:	
Public Relations and Corporate Advertising: Definition, New role of PR, Objectives, tools and techniques of public relations with merits and demerits, Corporate advertising- scope and types, role of PR in IMC programme	[4L]
Module-IV:	

<ul style="list-style-type: none"> a) Advertisement: Introduction to Advertising: History of advertising, Definition, features and role of advertising, Relationship of advertising with other promotional mixes and marketing mix elements, Various forms of Advertising: (national, retail, cooperative, trade, industrial financial, corporate, public services, political) b) Advertising Industry: Advertisers, Advertising agencies and support organizations, Types of agencies, Structure, role and functions of ad agencies, Agency compensation and evaluation. c) Advertising Planning and Budgeting: Planning process, steps, situation analysis, objective setting, budgeting, developing promotional strategies, implementation and control, Budgeting approaches – different methods, allocation of budget d) Designing an Advertisement: Different dimensions, Importance of creativity to advertising, Creative process, developing a creative brief, Message Strategies: Message structure, Message appeals- rational, emotional, Message source-credibility, attractiveness, power. 	[10L]
Module-V:	
<ul style="list-style-type: none"> a) Execution frameworks: for print and electronic media - copywriting, body copy, headlines, layout, visuals, slogans, logos, signatures, storyboards b) Media Strategies: Media planning process, Media mix, Coverage, Reach, Frequency, Impact, Scheduling, Different types of media – television, radio, print, outdoor, characteristic features, advantages and limitations, Factors influencing choice of media flows and functions, Channel design decisions. c) Social Media marketing: Concept, role and features of SMO, SEO, Facebook, Twitter, linked in, youtube as means of marketing communication. 	[8L]
Module-VI:	
<ul style="list-style-type: none"> a) Evaluation of Promotional Effectiveness: Reasons to measure effectiveness, What, when, where, how to test, testing methods - pre-testing and post testing techniques, Essentials of effective measures, Problems with current methods, Measuring effectiveness of other promotion b) Advertising and Society: Social – social and cultural, Ethical – deceptive, offensive, economical- effect on consumer choice, competition, cost and prices, and Regulatory aspects of advertising – ASCI c) Case Study on aspects of Advertising 	[4L]
Suggested Readings:	
<ul style="list-style-type: none"> (a) Contemporary Advertising: Arens W.F.; TMH (b) Advertising and Promotion: Belch G.E. and Belch M.A; TMH (c) Integrated Advertising, Promotion and Marketing Communications: Clow K.E., Baack D.; Pearson (d) Advertising and Integrated Brand Promotion: O’Guinn T. C., Allen C.T.; South Western (e) Ogilvy on Advertising: Ogilvy David; Pan Books (f) Understanding Digital Marketing: Damian Ryan, Pearson 	

THIRD SEMESTER
ELECTIVE PAPERS
SPECIALIZATION: MARKETING

MM 304: MARKETING RESEARCH
(Credit = 4, Contact Hours =40)

Module-I:	
a) Marketing Research: Introduction, Application of research in managerial decision making, Aims, roles, functions and sources of research, Client-user interface – role conflict and resolution b) Research Process: Steps in planning – research purpose and objectives, Converting a manager’s problem to a researcher’s problem, Problem formulation, research design, data collection, analysis, report presentation, Preparation of the research proposal.	[6L]
Module-II:	
a) Research Design: Types of research - exploratory studies, descriptive studies, causal studies, Types of information needed - behavioral and non-behavioural correlates b) Sources of Data: secondary source (govt., non-govt. and syndicated research), Errors in data collection , Primary Source (Methods of Data Collection: Focus groups, Observations, Case histories; Surveys – survey methods - structured and unstructured, , in- depth interviews, panels, interview media: personal, telephone, internet and mail, questionnaire construction and pre-testing)	[10L]
Module-III:	
Measurement and Scaling: Types of scales (data/levels of measurements), nominal, ordinal, interval, ratio scales, Attitude measurement methods - variability methods (paired comparison, ranking, rating, ordered category sorting), Quantitative judgment methods	[4L]
Module-IV:	
Sampling: Census vs. sample, Steps in sampling process, Definition of population, frame, unit and element, Types of sampling: Probabilistic and non-probabilistic sampling techniques Determination of sample size	[4L]
Module-V:	
Reliability and Validity: Classification of Reliability, Difference between Reliability and Validity, Different types of Validity	[4L]
Module-VI:	
a) Analysis of Data: Classification of data, Analytical techniques – univariate analysis, hypothesis testing- parametric and non-parametric tests, bivariate analysis. Some multivariate analysis techniques like multiple regression, discriminant analysis, factor analysis, cluster analysis, multi - dimensional scaling and conjoint analysis, forecasting methods (application and interpretation only)	[12L]

b) Application Areas: Advertising Sales analysis and forecasting, Case Studies	
<i>Software Packages to be used in illustrating the above methods</i>	
Suggested Readings:	
(a) Research for Marketing Decisions: P. Green and D. Tull and G. Albaum; PHI (b) Marketing Research: Text and Cases; Boyd and Westfall; AIT Bookseller (c) Research Methodology for Social Sciences by Arunangshu Giri & Debasish Biswas (d) Marketing Research: D.R. Cooper and P.S. Schindler; TMH (e) Marketing Research: Naresh K Malhotra; Pearson (f) Marketing Research: G C Beri; Tata McGraw Hill	

THIRD SEMESTER
ELECTIVE PAPERS
SPECIALIZATION: MARKETING
MM 305: Logistics, Transport and Supply Chain Management
(Credit = 4, Contact Hours =40)

Module-I:	
Introduction: Globalization and its impact on Supply Chains and its Management. Concept, Framework and Modelling - Relationships, Drivers, Implementation and Changing Paradigm - Supply Chain Flows: Material, Information and Cash. Bullwhip Effect - Shortage Gaming - Dealer and Data Management.	[6L]
Module-II:	
Creating Value through Supplier Relationships: CRM-SCM Interface, Contracts and E-Contracts Management: Importance and Trends. JIT & TQM-SCM Interface: Concept - Scope and Challenges - Indian Context.	[8L]
Module-II:	
Transportation Logistics: Strategic Objectives of Transport – Types of modes, characteristics and salient features- Intermodal Transportation in international operations - Factors influencing mode and Carrier Selection decision - Basics of 3PL and 4 PL.	[8L]
Module-II:	
E-Procurement and E-Commerce Applications: Scope - Applications and Challenges. Bar Coding, RFID and other tracking mechanisms: Applications and Challenges. Reverse Logistics: Scope – Applications - CSR and Challenges.	[6L]
Module-II:	

Supply Chain/Logistics Audit: Scope - Applications and Limitations. Service Supply Chain Management: Challenges.	[8L]
Module-II:	
Case Studies	[4L]
Suggested Readings:	
a) Agarwal, D. K., Textbook of Logistics and Supply Chain Management, Macmillan b) Bowersox et al., Supply Chain Logistics of Management, TATA McGraw Hill c) Raghuram G &Rangaraj N, Logistics and Supply Chain Management Cases and Concepts, Macmillan.	

THIRD SEMESTER

ELECTIVE PAPERS

SPECIALIZATION: FINANCE

FM 301: BANKING PRACTICES

(Credit = 4, Contact Hours =40)

Module-I:	
Developments in the Indian Financial system-Market Structure and Financial innovation. Central Banking Authority- RBI, SEBI, IRDA - Functions of Banks – Regulatory provisions/enactments governing banks - Functions of Capital markets - Functions of Mutual Funds.	[6L]
Module-II:	
Retail banking-Wholesale Banking- International banking; Functions of Banks- Deposits Products – Opening of Accounts - Know your Customer (KYC) Guidelines - Mandate and Power of attorney; Banker’s lien – right of set off – garnishee order – Payment and Collection of Cheque – duties and responsibilities of paying and collecting banker– endorsements – forged instruments – bouncing of cheques and their implications.	[8L]

Module-III:	
Principles of lending-Various credit Products/ Facilities – Working capital and Term loans – Credit Appraisal Techniques – Credit management – Credit monitoring - NPA Management – Different types of documents and procedures; Stamping of documents Securities – Different modes of charging – Types of collaterals and their characteristics Priority Sector Lending - Financial Inclusion Agriculture/SMEs/SHGs/SSI/Tiny Sector financing- Consortium Financing – CIBIL Procedures.	[8L]
Module-IV:	
Ancillary Services of Banks -- Remittances, Safe Deposit Lockers- Merchant Banking - Credit Information Bureau (India) Limited- Fair Practices Code for Debt Collection - Banking Codes and Standards Board of India - Financial Inclusion, SHGs - Lead bank Scheme - Financial Innovation- ADR & GDR. New Products & Services -Factoring, Securitisation, bancassurance.	[8L]
Module-V:	
a) BIS-Basel Committee Norms– Risk Management in Banks – Liquidity Management Practices–RBI Guidelines–Asset Liability Management– Gap Analysis–Liquidity Risk Management b) Risk Management in Banks- Interest Rate Risk Management, Credit Risk Management, Operational Risk Management	[6L]
Module-VI:	
Latest Development in Indian Banking: Consolidation in Banking sector–Prudential Norms– IRAC Norms-Capital Adequacy Norms-Exposure Norms for Advances and Investments– SARFAESI Act Insolvency and Bankruptcy Code – AML and its compliance.	[4L]
Suggested Readings:	
(a) IIBF, Advanced Bank Management, 3rd Edition, MacMillan Education. 2015 (b) IIBF, Risk Management, 3rd Edition, MacMillan Education. 2015 (c) IIBF, Bank Financial Management, 3rd Edition, MacMillan Education. 2015 (d) W.Koch, S.Scott Mac Donald Timothy Bank Management, 8th Edition, Cengage Learning (e) John a.Haslem, Banks Fund Management, Pearson EducationSuresh Padmalata& Paul Justin, Management of Banking and Financial Services; Pearson (f) IIBF, Principles and Practices of Banking, 3rd Edition, MacMillan Education. 2015 (g) IIBF, Legal and Regulatory Aspects of Banking, 3rd Edition, MacMillan Education. 2015 (h) M.Y.Khan, Indian Financial System, McGraw Hill Education Pvt. Ltd, 9th Edition, 2015 (i) Preethi Singh, Dynamics of the Indian Financial system: Markets, Institutions and Services, Ane Books. (j) V.Nityanada Sharma, Banking and Financial System, Cambridge University Press-, 2011.	

THIRD SEMESTER

ELECTIVE PAPERS SPECIALIZATION: FINANCE

FM 302: FINANCIAL MARKETS & SERVICES (Credit = 4, Contact Hours =40)

Module-I:	
1 Indian Financial System: Financial system, Financial Assets, Financial Intermediaries, Financial Markets, Classification, Components of Financial Market, Financial Instruments, Multiplicity of Financial Instruments.	[4L]
Module-II:	
2 Money Market : Definition, Money Market and Capital Market and their Features, Objectives, Features of a Developed Money Market, Importance of Money Market, Composition of Money Market, Money Market Instruments,	[4L]
Module-III:	
a) New Issue Market : Relationship between New Issues Market and Stock Exchange, Functions of New Issue Market, methods of floating of new Issues, Players in the New Issue Market, general guidelines for new issue, Recent regulations for IPO. b) Secondary Market : Introduction, Control Over Secondary Market, Registration of Stock Brokers, Registration Procedure, Listing of securities, Method of Trading in a Stock Exchange, settlement procedure, online trading, defects of Indian capital markets, Depository services, Emergence of NSE, Objectives, Features of NSE- Comparative analysis of BSE & NSE functioning. c) Securities and Exchange Board of India: SEBI – Background, Objectives, Functions, Powers, Organization, SEBI and the Central Government, SEBI Guidelines for Primary Market, Secondary Market.	[14L]
Module-IV:	
a) Mutual Funds: Concept - Types - Nature – NAV& SIP – Trends in Indian Mutual Fund Market - SEBI & Mutual Fund, Sharpe’s ratio, Treynor’s ratio, b) Merchant Banking: Concept -Types -Functions - Trends in Merchant Banking in India - SEBI & Merchant Banking, features, scope and importance of venture capital,	[8L]
Module-V:	
a) Leasing & Hire Purchase Finance: Definition of Leasing, Types of Lease, The Leasing Process, Definition of Hire Purchase, Rights of Hirer, Rate of Interest b) Credit Rating Agencies: Concept - Functions - Different Credit Rating	[8L]

Agencies - Popular Symbols – SEBI & Credit Rating.	
Module-VI:	
Case Studies	[2L]
Suggested Readings:	
(a) Fabozzi: Financial Markets & Institutions, Pearson (b) Guruswamy: Financial services and Markets, Thomson Learning (c) Khan: Indian Financial Systems, Tata McGraw-Hill (d) Gordon Natarajan, Financial Markets and Services, Himalaya Publishing (e) Pathak: Indian Financial System, Pearson (f) L. M. Bhole, Jitendra Mahakund, Financial Institutions & Markets – Structure, Growth & Innovation; Tata McGraw Hill	

THIRD SEMESTER

ELECTIVE PAPERS SPECIALIZATION: FINANCE

FM 303: INSURANCE PRACTICES (Credit = 4, Contact Hours =40)

Module I	
Life Insurance: Meaning – Overview of the Indian life insurance market – Growth of insurance business in India – Life Insurance Organizations – Regulation of life insurance - Principles of life insurance – Personal financial planning and life insurance – Insurance marketing – Insurance agents – Functions – Trends in life insurance distribution channels, Plans of Life insurance: Classification - Different types – Rider benefits – Annuities: Meaning – Different types and feature – Annuity Vs Life Insurance – Group insurance: Importance – Main features – Different types - Linked life insurance policies: Concept of Unit-linked policies – ULIP premium and its break-up – Types of funds in ULIPS – Features of ULIPS – Revival of ULIPS – IRDA guidelines on ULIPS, Postal life insurance.	[8L]
Module II	
Premiums and Bonuses: Concept of premium – Different types of premium – Factors affecting premium – Mortality table – Construction of mortality tables – Valuation – Methods – Data for valuation – Special reserves and adjustment – Surplus and distribution – Bonus: Different types of bonuses – Surrender value – Non-forfeiture options. Policy documents: Proposal form and related documents - Policy documents – Importance – Format of a policy document – Policy schedule and components – Conditions and privileges in a policy document – Duplicate policies - Premium payment, policy lapse and revival: Premium calculations – Surrender value - Paid up value – Revival of lapsed policies and its types – Assignment, nomination and surrender of policy – Policy servicing	[8L]
Module III	

Policy claims: Different types – Survival benefits – Death claims – Maturity claims – Early claims & non-early claims – Documents required for processing early claims – Death due to un-natural causes or accidents – Nomination – Assignment – Waiver of evidence of title – Claims concession clause and extended claims concession clause – Presumption of death – Insurance riders – Types – IRDA regulations w.r.t claim payments.	[4L]
Module-IV:	
Meaning of General Insurance – The Evolution and Growth of General Insurance – Types of General Insurance – Fundamentals of General Insurance –Recent innovations. Organization and Management of General Insurance Companies – Regulatory Framework for General Insurance in India, Fire Insurance: Standard policies – Fire Insurance coverage – Consequential loss (fire) Insurance policies – Declaration policies, Marine Insurance: Marine Cargo policies – Hull policies – Institute cargo clauses – Institute hull clauses – Open policies – Accumulation of risk per location -Motor Insurance: Types of policies – Third party Insurance – Comprehensive coverage – Conditions and Exclusions – premium.	[8L]
Module V:	
Health Insurance and Mediclaim policies, Personal Accident Insurance, Liability Insurance, Burglary Insurance, Rural Insurance covers, Agricultural Insurance Engineering Insurance and its Consequential loss covers, Aviation hull and Aviation liability other Miscellaneous Insurances, Group Behavior: Conformism, Herding, Fatal Attractio Underwriting and Premium Rating: Proposal forms – Cover notes – Certificates of Insurance – Endorsements – Moral and Physical Hazards – Statistics – Spreading of Risks –Premium Rating – Premium Loadings, profile of underwriter –purpose-objectives-importance-processFunctions-policy forms –retention and reinsurance-types of under writers –decisions.	[8L]
Module VI	
Settlement of Claims: Claim procedure – TPAs – Claim forms – Investigation / Assessment – Essential Claim Documents – Settlement Limitation, Arbitration, Loss Minimization and Salvage.	[4L]
Suggested Readings:	
(a) Insurance Institute of India (2012), Practice of Life Insurance(IC-02), III: Mumbai. 2. ICAI (2008), Principles and Practice of Life Insurance, The Institute of Chartered Accountants of India: New DelhiBehavioural Finance M. M. Sulphrey. PHI (b) Understanding Behavioral Finance Lucy AckertCengage Learn (c) Behavioural Finance ,William Forbes, Wiley (d) Behavioral Finance: Psychology, Decision-Making, and Markets ,Richard Deaves , South- Western College Publishing (e) Behavioural Finance, Shuchita Singh Vikas Publishing House (f) Insurance institute of India –IC-45 General insurance underwriting	

THIRD SEMESTER
ELECTIVE PAPERS
SPECIALIZATION: FINANCE

FM 304: CORPORATE FINANCE
(Credit = 4, Contact Hours =40)

Module-I:	
Introduction to Financial Management: Scope, Objectives, Functions, Capital Structure: Concepts, Component of Capital, Leverage Analysis	[6L]
Module-II:	
Introduction to Corporate Finance: Meaning of Corporation, Role of Financial Manager, Agency Problem; NPV as Investment Decision Criteria: Comparing NPV with other methods of Investment Decisions, The problems of multiple rates of Return, Mutually Exclusive Projects, and Capital Rationing; The Investment Decision: The Cash Flow, Equivalent annual Costs, Project Interactions	[12L]
Module-III:	
Capital Budgeting and Risk: Company and Project Costs of Capital, Measuring Cost of Equity, Cost of Debt, Weighted Average Cost of Capital (WACC), Risk Adjusted Discount Rate, Sensitivity Analysis, Monte Carlo Simulation and Decision Trees	[8L]
Module-IV:	
Alignment of Managers and Owners Goal: Practical aspects of Capital Investment Process, Information and Capital Investment, Incentives and their role in agency Problem, Measuring and Rewarding Performance: EVA, Pros and Cons of EVA	[6L]
Module-V:	
The Financing Decision: The Financing Process, The Financing Mix: Tradeoffs and Theory, The Optimal Financing Mix, The Financing Mix and Choices, The Dividend Decision: Dividend Policy, Walter's Model, Gordon's Model, M-M Model	[6L]
Module-VI:	
Case Study	[2L]
Suggested Readings:	
(a) Brearly, Myers, Mohanty: Corporate Finance, Tata McGraw-Hill (b) Copeland Weston Shastri: Financial theory and Corporate Policies, Pearson Education (c) Damodaran: Corporate Finance, Wiley (d) Ehrhardt and Brigham: Corporate Finance- a Focused approach, Thomson Learning (e) Megginson, Smart and Gitman: Principles of Corporate Finance, Thomson Learning (f) Ross, Westerfield and Jaffe: Corporate Finance, Tata McGraw-Hill	

THIRD SEMESTER

ELECTIVE PAPERS

SPECIALIZATION: HUMAN RESOURCE MANAGEMENT

HR 301: TEAM DYNAMICS AT WORK

(Credit = 4, Contact Hours =40)

Module-I:	
Meaning of a Group and Group Dynamics, Classification of Groups – Formal and Informal groups, Command, Task, Interest and Friendship groups. Why people join groups. The dynamics of group formation. Theories of group formation: Classic theory of George Homans, Theodore Newcomb's Balance theory, Exchange theory. Five stage group development model, Punctuated Equilibrium model of development of temporary groups with deadlines. Managerial Implications.	[4L]
Module-II:	
a) Group Properties: Roles, Norms, Status, Size, Cohesiveness - factors that increase, Decrease group cohesiveness, relationship between group cohesiveness, Performance norms and productivity. Deviant workplace behaviour, Typology of Deviant workplacebehaviour, groups and deviant behaviour. Managerial Implications. b) The Schachter Study - Implication of the Schachter study, Sociogram, Sociometry. The dynamics of Informal Groups - Norms and Roles in informal groups, informal Roles and the informal organization. The dynamics of formal Groups - Positive and negative attributes of committees. The dysfunctions of group norms violation and role ambiguity conflict. Groups' contribution to employee satisfaction and performance. Managerial Implications.	[4L]
Module-III:	
Group decision making: Group versus the Individual, strength and weakness of group decision making, Effectiveness and efficiency. Group Think – conformity problem, symptoms of groupthink. Group Shift - risky shift phenomenon. Dysfunctions perspective, social loafing. Group decision making techniques - Interacting groups, Brainstorming, Nominal Group Technique, Electronic meeting, Dialectic Decision Method (DDM), Delphi Technique. Managerial Implications.	[8L]
Module-IV:	
a) Teams in the modern workplace, why teams have become so popular, difference between group and team, types of teams – problem-solving teams, self-managed work teams, cross- functional teams, virtual teams. Managerial Implications. b) Creating effective teams, the Team Effectiveness Model – context, composition, work design, process. Ingredients of effective teams – supportive environment, skills and role clarity, super ordinate goals, team rewards. Potential team problems – changing composition, social loafing. Guidelines for developing effective self-managed teams. Turning individuals into team players, shaping team players – selection, training, rewards. Managerial Implications.	[10L]

Module-V:	
<p>a) Team building: meaning of team building, need of team building, the process, specific building issues, team leadership, skills useful in team building – process consultation, T- group sensitivity training, communication skills, Negotiation skills, conflict resolution in teams, competitive vs collaborative behavior, developing collaboration facilitating behaviours, feedback. Managerial Implications.</p> <p>b) Contemporary issues in managing teams: teams and quality management, teams and workforce diversity. Cultural/global issues. Characteristics of mature teams - individual territories versus team spaces. Managerial Implications.</p>	[10L]
Module-VI:	
Case Studies, Presentations, quizzes, experiential exercises, Team exercises, Group Discussions, Role Playing.	[4L]
Suggested Readings:	
<p>(a) Robbins, S.P. Judge, T.A. and Sanghi, S.: Organizational Behaviour, Pearson</p> <p>(b) Luthans, Fred: Organizational Behaviour, McGraw Hill</p> <p>(c) Newstrom J.W. and Devis K.: Organizational Behaviour, McGraw Hill</p> <p>(d) Aswathappa, K: Organisational Behaviour, Himalaya Publishing House</p> <p>(e) Shukla, Madhukar: Understanding Organizations – Organizational Theory and Practice in India, Prentice Hall</p> <p>(f) Sekharan, Uma: Organisational Behaviour, The McGraw –Hill Companies</p>	

THIRD SEMESTER

ELECTIVE PAPERS

SPECIALIZATION: HUMAN RESOURCE MANAGEMENT

HR 302: HUMAN RESOURCE METRICS AND ANALYTICS

(Credit = 4, Contact Hours =40)

Module-I:	
Introduction: HR metrics - meaning, importance, what metrics should HR measure? Examples of HR metrics. HR Analytics - What is Analytics? Big data and Analytics, Stages in Data Analytics, Types of Analytics, Causal Modeling, What is HR Analytics? Objectives of HR Analytics. Its importance and benefits.	[6L]
Module-II:	
Realigning HR to business priorities, Stages of HR Analytics and the role of technology. Leveraging HR Analytics for organizational success. Mapping Business Analytics and HR Analytics. IMPACT Cycle. Pillars of HR Analytics success. Linking HR metrics to business outcomes. HR measurement tools and techniques: Identifying HR metrics, sources of data, tools and techniques of measurement. Excel, SPSS, SAP and Other software packages.	[8L]
Module-III:	
Human Capital Management (HCM) - Concepts, Phases-Scanning, Planning, Producing, Predicting. The Model for Predictive Management. Value Chain for HCM Model. Predictive Human Capital measurements. Guiding principles of Human Capital Analytics.	[4L]
Module-IV:	
HR Analytics and the HR delivery model. Requisites of effective HR Analytics. HR analytics modules: HR Planning, Hiring, HR Operations, Learning and Development, Performance Management, Compensation and Rewards, Succession Planning, Employee Engagement.	[6L]
Module-V:	
Human Resource Information System (HRIS): Understanding HRIS, Framework of HRIS. Benefits of HRIS. HRIS Trends: Talent Management Analysis, Data Analytics, Social media, cloud mobile enabled, Employee Engagement Analysis. Integrated HRIS. Case Study	[8L]
Module-VI:	
a) Data and Information needs for HR Manager - Role of IT in HRM - IT for HR Managers - Concept, Structure, and Mechanisms of HRIS, survey of Software b) Packages for Human Resource Information System including ERP Software such as SAP, Oracle. EHRM-objectives, advantages and disadvantages.	[8L]
Suggested Readings:	
(a) Michael Armstrong, A Handbook Of Human Resource Management Practice, Kogan Page (b) Gueutal and Stone, The Brave New World Of e-HR (c) Monk and Wagner, Concepts In Enterprise Resource Planning, Thomson (d) Steve VanWieren, Quantifiably Better: Delivering Human Resource Analytics	

from start to finish.	
(e) Bernard Marr, Data-driven HR: How to use Analytics and Metrics to drive performance.	
(f) Ramesh Soundararajan, Kuldeep Singh, Winning on HR Analytics: Leveraging data for competitive advantage.	

THIRD SEMESTER

ELECTIVE PAPERS

SPECIALIZATION: HUMAN RESOURCE MANAGEMENT

HR 303: CROSS CULTURAL MANAGEMENT

(Credit = 4, Contact Hours =40)

Module-I:	
Introduction - Concept of Culture For A Business Context; Organizational Culture and Its Dimensions; Cultural Background of Business Stake-Holders [Managers, Employees, Share - Holders, Suppliers, Customers and Others] – An Analytical Framework	[10L]
Module-II:	
Culture and Global Management - Global Business Scenario and Role of Culture; A Frame Work for Analysis; Elements and Processes of Communication Across Cultures; Communication Strategy for/ of An Indian MNC and Foreign MNC and High Performance Winning Teams and Cultures; Culture Implications for Team Building	[10L]
Module-III:	
Cross Culture – Negotiation and Decision Making - Process of Negotiation and Needed Skills and Knowledge Base – Over view with two illustrations from multi-cultural contexts [India – Europe/ India – US settings, for instance]; International and Global Business Operations- Strategy Formulation and Implementation; Aligning Strategy, Structure and Culture in an organizational Context.	[8L]
Module-IV:	
Global Human Resources Management - Staffing and Training for Global Operations – Expatriate - Developing a Global Management Cadre.. Motivating and Leading; Developing the values and behaviors necessary to build high-performance organization personnel [individuals and teams included] – Retention strategies.	[4L]
Module-V:	
Corporate Culture - The Nature of Organizational Cultures Diagnosing the As-Is Condition; Designing the Strategy for a Culture Change Building; Successful Implementation of Culture Change Phase; Measurement of ongoing Improvement.	[6L]
Module-VI:	
Case Study	[2L]
Suggested Readings:	
(a) Cashby Franklin, Revitalize Your Corporate Culture: PHI, Delhi (b) Deresky Helen, International Management: Managing Across Borders And Cultures, PHI, Delhi	

(c) EsennDrlarry, Rchildress John, The Secret of A Winning Culture: PHI, Delhi (d) Deepak Kr. Bhattacharya, Cross Cultural Management, PHI (e) Jessica. L. Whiteman, Richard, L. Griffith, Critical Issues in Cross Cultural Management, Springer (f) Broweays, Understanding Cross Cultural Management; Pearson	
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THIRD SEMESTER

ELECTIVE PAPERS

SPECIALIZATION: HUMAN RESOURCE MANAGEMENT

HR 304: ORGANIZATIONAL DESIGN

(Credit = 4, Contact Hours =40)

Module-I:	
Organization Theory – Classical Theories: Scientific Management, Administrative Principles, Theory of Bureaucracy, Human Relations Approach; Modern Theories: Systems Approach, Information processing Approach, Contingency Approach. Managerial Implications.	[4L]
Module-II:	
The Bureaucratic model, dysfunctions of Specialization, Hierarchy, Rules, Impersonal characteristics. Modern view of Bureaucracies, Modifications of Bureaucratic structuring, types of centralization and decentralization, optimum degree of decentralization, Flat and tall structures, Behavioral implications of Flat versus Tall Structure. Managerial Implications.	[4L]
Module-III:	
Organizational Structure and Design – Understanding organizational structure, Elements of Designs of organization's structure: Work Specialization, Departmentalization, Chain of command, Span of control, Centralization and Decentralization, Formalization Understanding Departmentalization by Function, Product, Location, process, customer. Types of structures: Line, Line and Staff, Functional, Project, Matrix structures. Managerial Implications	[6L]
Module-IV:	
a) Mechanistic and Organic Models: Determinants of an Organization's Structure – Strategy, the strategy and structure relationship, Organization Size, Technology and Environment, Three Dimensional Model of the Environment. Organizational Designs and Employee Behaviour. Managerial Implications. b) Emerging Organizational Designs: Horizontal design, Network design, Virtual Organization, Boundary less Organization, Learning Organisation, Empowered Organizations, e-Organization: implications for Individual Behaviour, Group behaviour, effects on interpersonal relationships. Restructuring Indian Organisations, Regrouping business activities, strategic business units. Managerial Implications.	[12L]
Module-V:	
Forces reshaping Organizations: Organizational Life Cycles, Impact of Culture on	[6L]

organization Structure, Types and forces of organizational change: Globalization, Changes in Information processing technologies, Automation, Demands on organizational processes. Roles and responsibilities in the changed process. Managerial Implications.	
Module-VI:	
Case Studies, Presentations, quizzes, experiential exercises, Team exercises, Group Discussions.	[8L]
Suggested Readings:	
(a) Robbins, S.P. Judge, T.A. and Sanghi, S.: Organizational Behaviour, Pearson (b) Luthans, Fred: Organizational Behaviour, McGraw Hill (c) Newstrom J.W. and Devis K.: Organizational Behaviour, McGraw Hill (d) Aswathappa, K: Organisational Behaviour, Himalaya Publishing House (e) Shukla, Madhukar: Understanding Organizations – Organizational Theory and Practice in India, Prentice Hall (f) Sekharan, Uma: Organisational Behaviour, The McGraw –Hill Companies	

THIRD SEMESTER

ELECTIVE PAPERS

SPECIALIZATION: HUMAN RESOURCE MANAGEMENT

HR 305: Industrial Sociology (Credit = 4, Contact Hours =40)

Module-I:	
Fundamentals of Sociology: Meaning, nature, subject matter and emergence of sociology; Relationship of sociology with economics and psychology ; Relevance of sociology in management and business administration.	[4L]
Module-II:	
a) Basics of Industrial Sociology: Industrialization; Industrialism; Industrial society; Post-Industrial society; Information Society; Formal Organizations; Informal organizations; Nature and Scope of Industrial Sociology b) Theories of Industrial Sociology: Scientific Management Theory; Taylorism; Human Relations Theory; Fordism, PostFordism; Japanization	[6L]
Module-III:	
a) Industrial Society: Industrial Revolution and the birth of Industries in the West; The evolution of industries and changing concept of industry and organizations b) Sociology of organizations: Networks and organizations; Analysis of organization, Organizational / bureaucratic goals and societal expectations; Managers and corporations vis-à-vis politics and power; Work and leisure; Group dynamics and intergroup relations	[8L]

Module - IV:	
<p>a) Sociology, knowledge and skills:Indigenous management and management of indigenous knowledge; Dynamics of social capital; Interdependence of social and technical skills; Market and political culture; Management of non-government development organizations</p> <p>b) Types of Productive Systems: Guild system, Putting-out system, Factory system; Automation and work; Industrial bureaucracy: Theoretical perspective, structure and characteristics; Line-staff Organization</p>	[8L]
Module - V:	
<p>a) Communication: Communication in industry; Workers participation in management; Labour welfare; Function and role of Trade-Union</p> <p>b) Production:Assembly-line production; Flexible specialization; Numerical flexibility; Informal relationships in formal organizations</p>	[6L]
Module - VI:	
<p>a) Relationship between Industry and Society: Impact of industries on Families in India, Class and class conflict in industrial society; Monopoly in industry; License-Raj</p> <p>b) Industrial policies in India: Liberalization, Privatization; Globalization; Industrial Policy in India after 1991</p>	[8L]
Suggested Readings:	
<p>(a) Shankar Rao, C.N. 2000, Sociology: Primary Principles, Third Edition, New Delhi: S Chand and Company.</p> <p>(b) Haralambos, M. and RN Heald 1980, Sociology: Themes and Perspectives, New Delhi: Oxford University Press, pp 228-324.</p> <p>(c) Chaturvedi, A. and A. Chaturvedi 1995, The Rationale of a Sociology of Organizations: Introduction, In The Sociology of Formal Organizations, Delhi: Oxford University press, pp. 1-40.</p> <p>(d) Miller,D.C. &Form,W.H.-(1980)Industrial Sociology,Harper and Row</p> <p>(e) NandkarniLaxmi-(1998) Sociology of Industrial Workers, Jaipur,Rawat</p> <p>(f) Schneider Eugene-(1979) Industrial Sociology,NewDelhi,Tata Mac Graw Hills</p> <p>(g) Seth,N.R.(ed)-(1982)Industrial Sociology in India,Kolkata,Allied Publishers</p> <p>(h) Ramaswamy,E.A,-(1988)Industry and Labour,NewDelhi,OUP</p> <p>(i) Ramaswamy,E.A,-(1978)Industrial Revolution in India,New Delhi</p> <p>(j) Miller and form-(1964) Industrial Sociology,Harper and Row,New York</p> <p>(k) Gilbert,S.J.-(1985)FundaMENTALS OF Industrial Sociology,Tata Mac Graw Hill Publishing Co. Ltd.,New Delhi</p>	

FOURTH SEMESTER

ELECTIVE PAPERS

SPECIALIZATION: MARKETING

MM 401: CONSUMER BEHAVIOUR
(Credit = 4, Contact Hours =40)

Module-I:	
a) Introduction to Consumer Behaviour: Defining consumer behaviour, Impact on marketing strategies, Current trends in consumer behavior b) Consumer Decision Process: Need recognition, information search, evaluation of alternatives, purchase decision, consumption and post-purchase evaluation, Bounded Rationality model and Psychological Model of decision making, Variables that shape decision process- individual differences, psychological processes, environmental influences, Types of decision process – complex decision making, variety seeking, impulse buying, loyalty, degree of involvement in buying	[8L]
Module-II:	
a) Individual Characteristics: Demographic and psychographic characteristics and market segmentation, Personality, personal values, lifestyle concepts and measurements b) Consumer Perception: Marketing stimuli and perception, Perceptual selection - organization, interpretation, and selective perception process	[8L]
Module-III:	
a) Learning and Memory: Information acquisition and processing, learning elements, Theories, Memory processes, Concept of Cognitive Dissonance b) Consumer Motivation: Nature and role of motives, Classifying motives, Motive arousal, Motivation and Involvement	[4L]
Module-IV:	
a) Self-concept: Perspective of self, Consumption and self concept, Gender roles b) Attitude: Characteristics and functions of attitude, Attitude development, Attitude theories and models, Role of belief in attitude formation, Relationship of attitude and behaviour, Attitude reinforcement and change	[6L]
Module-V:	
a) Different Consumer behavioural models(Nicosia etc.) b) Culture Subculture and Social Class: Nature of culture, Cultural values, Changing values, Cross-cultural understanding of consumer behaviour, Types of subculture and their influence on behaviour, Nature of social class, Social stratification	[8L]
Module-VI:	
a) Reference Group Influence: Nature and types of reference groups, How groups influence individuals, Opinion leadership, Word-of-mouth, Innovation and diffusion	[6L]

b) Family and Household: Structural and sociological variables affecting families and households, Family life cycles, Role behaviour, Conflict resolution, Changing role of women, Children and household consumer behavior	
Suggested Readings:	
(a) Assael, H.: Consumer Behaviour & Marketing Action; South-Western (b) Blackwell, R.D., Miniard, P.W. & Engel, J.F.: Consumer Behaviour; South-Western (c) Hawkins, D.I., Best, R.J. Koney, K.A. & Mookerjee, A.: TMH (d) Kumar: Conceptual issues in Consumer Behaviors; Pearson Education (e) Loudon & Bitta, Della: Consumer Behaviour; TMH (f) Shiffman & Kanuk: Consumer Behaviour; Pearson Education	

FOURTH SEMESTER
ELECTIVE PAPERS
SPECIALIZATION: MARKETING
MM 402: B2B MARKETING
(Credit = 4, Contact Hours =40)

Module-I:	
a) Nature of Business Marketing: Business Marketing Concept, Business vs. Consumer Marketing, Economics of Industrial demand, Types of Industrial Markets, Types of Business Customers, Classifying Industrial Products and Services, Business customers' purchase orientations, Organizational Procurement Characteristics, Environment Analysis in Business Marketing. b) Organizational Buying Behavior: Organizational Buying Process, Types of purchases/buying situations, Buying Centre Concept, Interpersonal Dynamics of Business Buying Behaviour, Roles of Buying centre, Conflict Resolution in Decision, The Webster and Wind model of Organizational Buying Behaviour, Ethics in Purchasing.	[12L]
Module-II:	
a) Business Marketing Research: Differences between B2C and B2B Marketing Research, Sales Forecasting Approaches, Top-Down, Bottom-up approaches. b) Market Segmentation: Segmenting, Targeting and Positioning of Business Market, Value based segmentation, Model for segmenting the organizational Market.	[6L]
Module-III:	
a) Product Policy of established products: Classification of the product types; the life cycle of the product; Management products; Strategies for established products. Product policy of new product development: Strategies for the development of new products; Marketing systems; Marketing of engineering services. b) Formulating Channel Strategy: Nature of Business Marketing channels, Intermediaries, Direct and Indirect Channels, Channel Objectives, Channel	[8L]

Design, Managing Channel Members, Selection and Motivation of Channel Members, Channel conflicts	
Module-IV:	
a) Pricing Strategy: Price Determinants, Factors that Influence the Pricing Strategies, Pricing Methods, concept of learning curves, Pricing Strategies, Pricing Policies, Terms of Payment, Competitive Bidding, Leasing b) The Promotional Strategies: Communication Objectives, Role of personal relation, Advertising, Sales Promotion in Industrial Markets, Trade shows and Exhibitions.	[4L]
Module-V:	
a) Management of Sales Force: Personal Selling, steps involved in B2B personal selling, process of tendering, Key Account Management, Managing the Industrial Sales Force, Organizing and controlling the industrial sales force activity, planning for sales force deployment. b) B2B through E-Commerce: Business-to-Business forms of E-Commerce, Models for B2B ecommerce, marketing strategy for the electronic market place	[8L]
Module-VI:	
Case Studies in Indian context only	[2L]
Suggested Readings:	
(a) Industrial Marketing by P. K. Ghosh; Oxford University Press (b) Indian Cases in B2B Marketing by Dilip Sarwate (c) Fundamentals of Business to Business by Coe John; McGraw-Hill Education (d) Business Market Management by Jr. Anderson James C; Pearson (e) Driving Demand: Transforming B2B Marketing to Meet the Needs of the Modern Buyer by Carlos Hidalgo; Palgrave Macmillan (f) The Challenger Sale by Matthew Dixon, Brent Adamson; Penguin	

FOURTH SEMESTER

ELECTIVE PAPERS

SPECIALIZATION: MARKETING

MM 403: SALES & DISTRIBUTION MANAGEMENT

(Credit = 4, Contact Hours =40)

Module-I:	
a) Introduction to Sales Management: Evolution of sales department, Nature & scope of personal selling & sales management, Roles and functions of a	[6L]

sales manager	
b) Personal Selling: Types of selling situations, Buyer-seller dyad, Theories of selling, Personal selling process (pre-approach, approach, presentation, handling objections, closing a sale, follow-up)	
Module-II:	
Planning and Organizing Sales Force Efforts: Strategic planning and sales organization, Sales department relations, Distribution network relations, Sales forecasting, Sales budget, Sales objectives, functions of a sales manager, sales force planning	[4L]
Module-III:	
Sales Territories and Quotas: Defining Sales Territory, Procedure for Designing Sales Territories, Assigning Salespeople to Territories, Managing Territorial Coverage, Sales Quotas.	[4L]
Module-IV:	
a) Sales Force Development: Sources of recruitment, Selection process, Methods of selection, Need and purpose of training, Types of training, Designing a training programme - ACMEE model b) Directing and Controlling the Sales Force: Supervision, Territory management, Determination of quota/target, Determination of compensation of sales force, Leading and Motivating, Analysis of sales, Costs and Profitability, Evaluation of sales force performance	[8L]
Module-V:	
a) Marketing Channels: Structure, Functions and advantages, Types of channel intermediaries – wholesalers, distributors, sales agents, brokers, franchisers, C&F agents, and retailers, Channel Conflicts and remedies b) 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 c) Physical Distribution & Logistics: Goals, function, processing, warehousing, inventory & transportation	[10L]
Module-VI:	
a) Retail and Merchandise Management: Retail strategies, Location, Types of retail formats, Stores layout, Visual merchandising techniques, Planning of assortment, Servicing and buying of merchandise, Supply chain management in retailing b) Case Studies	[8L]
Suggested Readings:	
(a) Cundiff, Still & Govoni : Sales Management – Decision, Strategies & Cases; PHI./Pearson Education (b) Levy, M. & Weitz, B.A.- Retailing Management - McGrawHill (c) Panda, Sahadev: Sales & Distribution Management; OUP (d) Shapiro, R.L., Stanton, W.J. & Rich, G.A.: Management of Sales Force; TMH (e) S.L. Gupta Sales and Distribution Management, Excel Books India, 2009	

(f) Krishna K Havaldar Vasant M Cavale Sales and Distribution Management: Text and Cases, Tata McGraw-Hill Education	
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FOURTH SEMESTER
ELECTIVE PAPERS
SPECIALIZATION: MARKETING

MM 404: SERVICE MARKETING
(Credit = 4, Contact Hours =40)

Module-I:	
Service Concept: Definition, Characteristics of services, Tangibility continuum, Marketing mix for services, Different types of service sectors – traditional and new, Service experience – moments of truth, Understanding Customer Expectations, zone of tolerance.	[4L]
Module-II:	
Service Strategy Planning: Understanding the customer and competition, Positioning services, Service triangle concept	[4L]
Module-III:	
a) Creating the Service Product: Creating service product, Customer value hierarchy, Flow of service, Service product mix, Branding service products b) Service Marketing Pricing and Communications: Approaches to pricing of services, Elements of promotional mix for services, Personnel Selling - Advertising and Sales Promotion - Role of Relationship Marketing in promoting services. Promotion objective for Services - Managing the Integrated Services.	[8L]
Module-IV:	
a) Designing and Managing Service Demand and Capacity: Designing service delivery system, Service blue printing, Customer as co-producer, Capacity constraints, Demand patterns, Strategies for matching capacity and demand, Wait lines and reservations b) Planning the Service Environment: Physical evidence, Servicescapes - types and role, customer response to environment, guidelines for servicescape strategies	[6L]
Module-V	
a) Managing People: Critical importance of service employees, Problems and difficulties of boundary-spanning roles, Strategies for delivering service quality through people, Service leadership and culture b) Service Quality: Service quality, Integrated Gap model - to identify and correct quality problems, Measuring and improving service quality	[8L]

Module-VI	
a) Different Services: Nature and characteristics of financial, hospitality, health-care, educational & professional, logistics, entertainment services and their respective marketing mix analysis b) Case Studies	[10L]
Suggested Readings:	
(a) Zeithaml, V.A., Bitner, M J, Gremler, D.D. & Pandit, A.: Service Marketing; TMH (b) Rao, K.R.M.: Services Marketing, Pearson Education (c) Rajendra Nargundkar, Services Marketing: Text & Cases, Tata McGraw-Hill Publishing Company, New Delhi, 2008 (d) Apte, G.: Service Marketing; OUP (e) Lovelock, C., Wirtz, J. & Chatterjee, J.: Services Marketing; Pearson Education (f) Srinivasan R.: Services Marketing; PHI	

FOURTH SEMESTER

ELECTIVE PAPERS SPECIALIZATION: MARKETING

MM 405: PRODUCT & BRAND MANAGEMENT (Credit = 4, Contact Hours =40)

Module-I:	
a) Product Concepts: Product Mix concepts, Product Classification. Product Planning: Marketing Plan, Portfolio Analysis, Market Potential and forecasting b) Product Market Strategies. New Product Development, Product Life Cycle Stages and corresponding Strategies, Product Evaluation, Product Modification, Line Extension & Brand Extension	[10L]
Module-II:	
a) Managing Brand: Concept & function of Brand Management, Brand creation, Brand Name, Brand attributes, awareness, loyalty, Personality association, brand extension, co-branding, branding commodities b) Strategic Brand Management Process: developing brand strategy Positioning concept, positioning statement, positioning process and steps; Brand Identity, Roles of brand, building Brand image, Brand dimensions	[10L]
Module-III:	
a) Planning & Implementing Brand Marketing Programs: Criteria for Choosing Brand Elements, Options & tactics for Brand Elements, Use of IMC for Brand Building, Leveraging Secondary Brand Associations to Brand building. b) Brand Equity: Concept of brand equity, Brand equity vs brand value, brand equity benefits, brand review, brand value, creating brand equity and brand value.	[10L]

Module-IV:	
Brand Personality: Concept, advantages, importance of brand personality, brand personality and user imaging. Brand ambassadors, Brand promise. Brand Communication: Understanding branding objective, brand communication strategy, mapping brand strategy with IMC, Media strategy.	[4L]
Module-V:	
Global Brands: Concept of global brand, benefits, advantages of global branding, building on successful global branding global brand strategy.	[2L]
Module-VI:	
Case studies	[4L]
Suggested Readings:	
(a) Lehmann, R. Donald & Winer, Russel S. (2004), Product Management, Pearson Education (b) Donald R. Lehmann and Russell S. Winer, Product Management, Fourth Edition, TMH (c) Keller, Kevin Lane (2007), Strategic Brand Management (d) Niraj Kumar & Paras Tripathi, Brand Management (text & cases), Himalaya Publishing House. (e) M. G. Parameswaran, 2006, Building Brand Value: Five Steps of Building Powerful Brands, New Delhi: Tata McGraw Hill (f) H. V. Verma, 2004, Brand Management, New Delhi: Excel Books	

FOURTH SEMESTER

ELECTIVE PAPERS SPECIALIZATION: MARKETING

MM 406: INTERNATIONAL MARKETING (Credit = 4, Contact Hours =40)

Module-I:	
a) Introduction: Definition of international marketing, Domestic vs. international marketing, Benefits of international marketing, Process of internationalization, marketing orientation of a firm. b) Dynamics of World Market: Identifying and satisfying global needs, Coordinating activities and recognizing constraints	[6L]
Module-II:	
a) Environment of International Marketing: Economic-cultural – culture and its characteristics, influence of culture on consumption decisions, cultural universals, Politico- Legal – concept of multiplicity of political and legal environment, different political and legal systems. b) International Institutions: (only the objectives) – WTO, World Bank, IMF, ADB, UNCTAD, EEC, SAPTA, NAFTA etc.	[8L]

Module-III:	
International Product Policy: New product policy, International product life cycle, Product line policies, Branding, packaging and labelling	[4L]
Module-IV:	
a) International Pricing Strategies: Factors in pricing, Alternative strategies, Forfeiting, Transfer pricing, Dumping, Counter trade b) Distribution: Methods of entry into foreign markets, Foreign market channels, Global logistics c) Promotion: Global promotion mix, Standardized global communication.	[10L]
Module-V:	
a) Trade Theories: Basis of international trade, Principles of absolute and relative advantage, Factor endowment theory b) Foreign Exchange: Concepts of spot rate, forward rate, arbitrage, translation; FEMA c) Procedure of Foreign Trade and Documentation: Process of importing and exporting, Documentation (only the purpose) – certificate of origin, bill of lading, mates receipt, letter of credit, line of credit.	[10L]
Module-VI:	
Case Studies	[2L]
Suggested Readings:	
(a) Black & Sundaram: International Marketing: PHI (b) Doole, J. & Lowe, R.: International Marketing Strategy; Thomson (c) Johansson, J.K., TMH (d) Joshi: International Marketing: OUP (e) Keegan: Global Marketing Management: Pearson (f) Paul, J, & Kapoor, R, International Marketing, TMH	

FOURTH SEMESTER

ELECTIVE PAPERS SPECIALIZATION: FINANCE

FM 401: INVESTMENT ANALYSIS & PORTFOLIO MANAGEMENT (Credit = 4, Contact Hours =40)

Module-I:	
a) Concepts of Portfolio Management: Financial Instruments, Overview of Indian Capital Market, Brief ideas on portfolio management, ideas on speculation, hedging, arbitraging. b) Security Analysis: Concept of Security- Fundamental and Technical Analysis- difference between Fundamental and Technical Analysis – (support and resistance- Charts and graph – line chart – Candlestick Chart – various patterns) – Dow Theory – Elliot Wave Theory.	[10L]
Module-II:	

Security Valuation: Valuation of Bond – YTM and its calculation- Duration of Bond – Concept of Immunization- Valuation of Shares.	[6L]
Module-III:	
Risk and Return: Definition of Risk and Return- Different types of Risk- measurement of Risk and Return of single security – Beta of Security.	[2L]
Module-IV:	
a) Portfolio Theory: Concept of Portfolio, measurement of Portfolio risk and return, Markowitz Portfolio theory – Efficient Frontier and selection of Optimum Portfolio. b) CAPM Model: Idea and interpretation - SML and CML. Analysis and interpretation –Usefulness. c) Other Portfolio Theory: Sharp Single Index Model - Arbitrage pricing theory and Multi Factor Theory.	[14L]
Module-V:	
Market efficiency and Portfolio Evaluation: Concept of market efficiency - Different types of market efficiency and their interpretation - Techniques of analyzing portfolio performance - analysis and modification of portfolio.	[4L]
Module-VI:	
Case Studies	[4L]
Suggested readings:	
(a) Fischer and Jordon, Security Analysis and Portfolio Management, Prentice Hall. (b) Kevis, S, Security Analysis and Portfolio Management, Prentice Hall (c) Copeland, Weston & Shastri, Multinational financial analysis, Pearson (d) Nagarajan & Jayabal, Security analysis and portfolio management, New Age International (e) Avadhani, V.A., Security Analysis and Portfolio Management, Himalaya Publishing (f) Bhalla. B.K. Investment Management, S Chand Publication	

FOURTH SEMESTER

ELECTIVE PAPERS SPECIALIZATION: FINANCE

FM 402: TAXATION (Credit = 4, Contact Hours =40)

Module-I:	
a) Concept of Income Tax-Concept of Income. Residential Status of the Individual, HUF, AOP, Firm & Company- Relationship between Residential Status and Taxable Income Exempted Incomes. Direct Tax Reforms. b) Computation of Gross Total Income - Heads of Income, Computation of total income, Deductions, set off and carry forward of losses. c) Computation of Tax Liability- Tax Liability of Individuals. Tax Liability of Hindu Undivided Family. Tax Liability of Partnership Firms and Companies.	[10L]

Relief and Rebate	
Module-II:	
Tax Authorities and Assessment- Income Tax Authorities. Kinds of Assessment. Income Tax Authorities - Powers of the Central Board of Direct Taxes (CBDT), Commissioners of Income Tax and Income Tax officers. Assessment Procedures-Self Assessment - Best Judgement Assessment - Income Escaping Assessment (Re assessment) -Advance Payment of Tax - Meaning and Due dates. Penalties. Settlement Procedures.	[8L]
Module-III:	
e-filing & Submission of Returns- Types of Return. Filing & filing of Return. e-filing - Concept - Procedure - 26AS - TDS - Traces - Filing of Return - Various Returns-Permanent Account Number (PAN) - Usage of PAN - Concept of Transfer Pricing -Fundamentals	[6L]
Module-IV:	
a) Introduction to GST- Need for GST in India, Challenges in Designing GST. Origin- based versus Destination-based Taxation. Registration and Threshold. Composition Scheme. Tax Administration. GST Model. Compensation to States. GST Act & Rules b) Levy & Collection of GST- Tax invoice. Credit and Debit Note. Exemption from GST. E Way Bill. Return. Payment of Tax. Input Tax Credit. Job work. Refunds. c) Administration of GST- Goods and Services Tax Council. Advance Ruling. Demands and Recovery. Appeal and Revision. Offences & Penalties. Anti-Profitteering Measures. Avoidance of Dual Control.	[10L]
Module V:	
Customs Laws- Introduction to Customs Law. Types of Customs Duty. Valuation for Customs Duty. Procedures for Imports and Export Baggage. Postal Articles. Stores. Exemptions. Remissions. Demand Recovery. Refunds Exports Incentives. Tribunal. Customs administration – Customs Act and Rules	[2L]
Module VI:	
Tax Planning through various tax saving investment avenues available for individuals like Mutual funds Unit linked insurance plans, Bonds, Equity linked savings schemes, Post Office Saving schemes and others. Assessment of individuals – Assessment procedure – Advance payment of tax – Tax deductions or collection at source – Appeals and revisions – personal tax Planning with reference to wealth tax and gift tax	[4L]
Suggested Readings:	
(a) V.K. Singhania and Kapil Singhania , Direct Tax Law and Practice Taxmann Publication, 64th Edition 2021 (b) H.C. Mehrotra and S.P. Gopyal Income Tax Law and Accounts, Sahitya Bhawan Publications 42th editions 2021 (c) Gaur and Narang Income Tax law and practices Kalyani Publication 43th edition 2021 (d) Bhagawati Prasad direct tax law and Practice WishwaPrakashan 17th edition 2018 (e) Direct Tax Code Bill 2010 Taxmann Publication 2010	

(f) CA Anoop Modi & CA Mahesh Gupta, GST & Customs Law, SBPD Publications 2018 (g) Datey V.S Indirect taxes – Laws and Practice, Tax Mann Publication (P) Ltd., New Delhi.24th edn 2010 (h) V.K. Singhania and Monica Singhania Students guide to GST and Customs Law Taxmann Publication 5th edition 2020. (i) V.S. Datey Elements at Central Excise and Customs Law Taxmann Publication 5th edition 2007 (j) Bansal, K.M, GST & Customs Law, University Edition, 4th Edition, January 2020,	
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FOURTH SEMESTER

ELECTIVE PAPERS SPECIALIZATION: FINANCE

FM 403: MERGERS, ACQUISITIONS & CORPORATE RESTRUCRING (Credit = 4, Contact Hours =40)

Module-I:	
a) Introduction to mergers and acquisitions: Meaning, types, advantages & disadvantages. b) Strategic evaluation of M & A opportunities: Selection criteria, key steps in the strategic planning of a merger, feasibility analysis, features of acquisition of sick companies. c) Strategizing and structuring M & A activities: Merger process from planning to implementation, five stage model, and methods of financial mergers.	[10L]
Module-II:	
Synergy and value creation in mergers: Types of synergy, role of industry life cycle, value creation in synergy, factors contributing to M & A.	[4L]
Module-III:	
Corporate Restructuring: Meaning & need, different methods of corporate restructuring.	[4L]
Module-IV:	
a) Demergers: Meaning & characteristics, structure of demerger, tax implications. b) LBOs, MBOs, MLPs, ESOPs: Concepts, mode of purchase in LBO, key motives behind an MBO, classify types of MLP, & ESOP.	[8L]
Module-V:	
a) Joint ventures: Meaning & characteristics, role of joint venture in business strategy, Tax aspect of joint venture, reasons for failure in joint venture. b) Valuation of assets: basis of valuation, different methods of valuation, valuation of synergy.	[10L]

Module-VI:	
a) Legal & regulatory framework of M& A: Provisions of the Companies Act 1956 relating to M & A., buy back of shares, provisions for SEBI act 1992, income tax act for M & A. b) Case Studies	[4L]
Suggested Readings:	
(a) Kamal Ghosh Roy (2010).Merger & Acquisitions. PHI (b) Rabi Narayan Kar&Minakshi (2017). Mergers Acquisitions & Corporate Restructuring. Taxmann (c) Kapil&Kapil (Mergers and Acquisitions: Valuation Leveraged Buyouts and Financing. Willey (d) Donald M. De Pamphilis ,Mergers, Acquisitions, and Other Restructuring Activities, Academic Press (e) Robert F. Bruner ,Applied Mergers and Acquisitions, University Edition, Wiley (f) Jean Tirole, The Theory of Corporate Finance, , Princeton University Press	

FOURTH SEMESTER

ELECTIVE PAPERS SPECIALIZATION: FINANCE

FM 404: FINANCIAL DERIVATIVES (Credit = 4, Contact Hours =40)

Module-I:	
Derivatives: Introduction - Evolution–Structure of Derivatives markets–Types of Derivatives– Underlying assets – Spot markets – Participants in Derivatives markets – Derivatives and Risk Management- Technical terminologies used in derivatives trading.	[6L]
Module-II:	
Derivatives Pricing Theory: Option pricing–Black - Scholes Model–Assumptions– Derivation and Properties – Determination of volatility – Historical and Implied volatility – Option pricing on dividend paying stocks – Binomial Model – One period – Two period – Three Period – Infinite Periods – Option strategies – Put – Call Parity Theorem.	[6L]
Module-III:	
Futures: Meaning–Evolution of futures contract–Over-the - Counter Market– Forward contracts–Types of traders in the derivatives markets – Specification of the futures contract – Difference between forward contract and futures contract – Convergence of futures price to spot price – Operation of margins – Role of clearing house – Forward and futures prices – investment assets versus consumption assets – short selling – Assumption and notation – Cost of carry – Delivery options – Hedging strategies using futures – Short hedges and long hedges – Basis risk –	[8L]

Minimum variance hedge ratio – Stock index futures	
Module-IV:	
Swaps: Meaning–Mechanics of interest rate swaps–Valuation of interest rate swaps–Currency swaps–Valuation of currency swaps.	[6L]
Module-V:	
Trading & Clearance: Trading system: Trader Workstation–Clearing entities – Open position calculation – Margin and settlement – Regulatory Framework – Risk Management – Accounting Issues.	[4L]
Module-VI:	
Introduction to Mutual Funds – Structure of Mutual Funds in India – Custodian – Role of AMC – NFO - Role of Registrar and Transfer Agents – Investors Right and Regulations Mutual Fund Products and Features – Open ended and Close ended – Equity Funds – Index Fund – Diversified large scale funds – Midcap funds – Sectoral funds – Other Schemes – NAV – Expenses Ratio – Portfolio turnover – Entry and Exit loads.	[10L]
Suggested readings:	
(a) Hull J C, Options, Futures and Other Derivatives, Prentice Hall, NJ (b) Baye and Jansen, —Money, Banking and Financial Markets- An economics approach, AITBS Publishers & Distributors, Delhi, (c) Marshal JF, —Futures and Options Contracting: Theory and Practice’ South Western Publishing Company, NY (d) Kolb R W, Futures, Options and Swaps, Blackwell Publishers, NY (e) Mutual Funds in India: A Study of Investment Management by Amitabh Gupta - Anmol Publications (f) Financial Services by MY Khan, McGraw Hill Education (India) Private Limited, 7th edition 2013 (g) Mutual Funds in India by Sadhak.H, Response Books New Delhi. (h) Mutual Fund Year Book . (i) Financial services, ICFAI publication.	

FOURTH SEMESTER

ELECTIVE PAPERS SPECIALIZATION: FINANCE

FM 405: INTERNATIONAL FINANCE (Credit = 4, Contact Hours =40)

Module-I:	
International Financial Management: Domestic Financial Management & International Financial Management. The Emergence of the MNC, Nature of the MNC	[2L]
Module-II:	

<p>a) International Monetary System: History of International Monetary System, Bretton Wood System, Present Day Currency Regimes, Birth of EMU and EURO, Role of IMF, IBRD, WTO</p> <p>b) Balance of Payments (BOP): Principles of BOP Accounting, Components of BOP, Significance of 'Deficit' & 'Surplus' in BOP, India's BOP and Economic Performance, Capital Mobility and Capital Account Convertibility.</p>	[8L]
Module-III:	
<p>a) Exchange Rate Determination: International Parity Conditions – Purchasing Power Parity- Interest rate Parity, Fishers International Parity Theory</p> <p>b) International Trade Procedure: Process of Export and Import- necessary documentation- LC, Bank Guarantee, Letter of Intent etc.</p>	[10L]
Module-IV:	
<p>a) The Foreign Exchange Market: – Functions, Participants and Transactions – Exchange Rates and Quotations – Bid & Ask rate – Cross rate- Indian foreign Exchange Market, Foreign Currency Derivatives – Forward Foreign Exchange Contract, Futures, Forwards, Swaps – Currency Swap and Interest rate Swap, Quality Spread Differential-Concept of Netting</p> <p>b) International Financial Markets: International Banking & Money Market- International banking Services- BASEL Norms, Capital Adequacy Standards- International Money Markets, International Equity Sources - Global Equity Markets- ADR, GDR,</p>	[12L]
Module-V:	
Foreign Exchange Exposure & Risk Management: Two dimensions of Foreign Exchange Risk- Transactions Exposure & Translation Exposure, Arbitrage opportunity through Money Market Operation.	[6L]
Module-VI:	
Case Studies	[2L]
Suggested Readings:	
<p>(a) Apte, P.G.: International Financial Management, Tata McGraw Hill.</p> <p>(b) Eiteman, Stonehill&Pandey: Multinational Business Finance, Pearson Education</p> <p>(c) Eun&Resnick: International Financial management, Tata McGraw-Hill Jeff Madura: International Corporate Finance, Cenage Learning</p> <p>(d) O' Brien: International Finance, OUP</p> <p>(e) V. Rajwade, H. G. Desai, Foreign Exchange – International Finance Risk Management; SPD</p> <p>(f) C. Jeevanandam, Foreign Exchange and Risk management; S. Chand</p>	

FOURTH SEMESTER

ELECTIVE PAPERS SPECIALIZATION: FINANCE

FM 406: PROJECT APPRAISAL & FINANCE (Credit = 4, Contact Hours =40)

Module-I:	
a) Introduction to Project Finance , Overview and Fundamentals- Concepts, Functions, Types, b) Project Finance Risks and Risk Mitigation - Project Conceptualization Risk, Financial Closure Risk, Project Construction Risk, Political Risk, Market Risk, Supply Chain Risk, Policy Risk, Exchange Risk, Environmental Risk, Force Majeure.	[8L]
Module-II	
Sources of Capital - Various sources of debt and equity, Prudence in Mix of Long Term and Short-Term Finance, Forms of Long-Term Project Finance, Forms of Short-Term Project Finance, Lease, Role of Non-Banking Finance Companies (NBFC)	[6L]
Module-III	
Project Selection- Projects Procurement Process, Market Analysis, Competencies and Promoter Analysis, Loan Documentation - Infrastructure and Public Private Partnership	[4L]
Module-IV:	
a) Cost of Project -Project specifications, Estimating Fixed Capital Investment in Project, Estimating Working Capital investment in the project, Means of Financing, Concepts of Depreciation b) Project Feasibility Analysis - Background, Net Present Value (NPV), Profit v/s Cash Flow, Discount Rate, Tax-Shield on Interest, Tax-Shield on depreciation, Internal Rate of Return (IRR), Payback Period, Discounted Payback Period,	[12L]
Module-V:	
Financial Projections-Projected Profit and Loss Account, Projected Balance Sheet, Projected Funds Flow, Project IRR, Loan Servicing Capability: (a) Interest Coverage Ratio (ICR) (b) Debt Service Coverage Ratio (DSCR) c) Sensitivity Analysis d) Risk Adjusted Discount Rate (RAD) d) Probability Approach e) Decision Tree Approach	[8L]
Module-VI:	
Case Study	[2L]
Suggested Readings:	
(a) Project Financing: Asset-Based Financial Engineering-John D. Finnerty,	

Wiley and Sons	
(b) Project Finance in Theory and Practice: Designing, Structuring, and Financing Private and Public Projects, Stefano Gatti- Academic Press	
(c) Principles of Project Finance- E. R. Yescombe, Academic Press	
(d) Corporate and Project Finance Modeling: Theory and Practice- Edward Bodmer, Wiley and Sons	
(e) Introduction to Project Finance-Andrew Fight, Elsevier	
(f) PPP And Project Finance -Das, Prabuddha, McGraw-Hill Education	

FOURTH SEMESTER

ELECTIVE PAPERS

SPECIALIZATION: HUMAN RESOURCE MANAGEMENT

HR401: MANPOWER PLANNING, RECRUITMENT& SELECTION

(Credit = 4, Contact Hours =40)

Module-I:	
Manpower Planning: Concept, Benefits, Types of manpower planning, Macro Level Scenario of manpower planning, Factors affecting manpower planning, Process of manpower planning, barriers, requisites for successful manpower planning.	[4L]
Module-II:	
Methods and Techniques: Demand Forecasting : Managerial judgement, Ratio- Trend Analysis, Work Study Techniques, Delphi Technique, Regression Analysis, New Venture analysis, Markov Analysis, Supply Forecasting : Analysis of existing Manpower, Analysis of internal supply; inflows and outflows, turnover rate, productivity level, movement among jobs, Analysis of external supply, Balancing Supply & Demand, Issues of Shortage and Surplus.	[8L]
Module-III:	
Job Analysis & Job Evaluation: Job Analysis - Concepts, Process, Job Description, Job Specification, Uses, Limitations; Job Evaluations – Concepts, Methods, Uses, Limitations	[4L]
Module-IV:	
a) Manpower Plan Implementation Strategies: Recruitment, Redeployment, Downsizing Plan, Retention Plan, Training Plan, Career Plan, Succession Plan, Compensation Plan b) Strategic Manpower Planning: Concepts, objectives, SMP Process, Tools, Evaluation, Balanced Score Card, HR Dash Boards, HR score card.	[8L]
Module-V:	
a) Recruitment and Selection: Concepts, Factors influencing recruitment, reservation rules, resettlement and rehabilitation rules, policy and programmes in Public Sector, Private Sector, MNCs, Government Establishments, Educational Institutions, Health Care & Hospitals, Process of Recruitment, Sources of Recruitment, alternatives to recruitment, The New Techniques: Web, Social Media, Mobile, Recruitment Issues in Core sector, Service	[8L]

sector and IT sector.	
b) Selection: Meaning, use of selection for competitive advantage, Selection Process- Tests, types of tests, Group Discussions, Interviews, types of interviews, Common Interview Problems, Assessment Centres, Gamification, Physical fitness tests, Hiring Decisions, Barriers to effective selection, Evaluation of selection process, making selection effective, Outsourcing-gains, problems, issues.	
Module-VI:	
a) Human Resource Information System (HRIS): Understanding HRIS, its objectives, HRIS Framework, Benefits, Trends. b) HR Audit, HR Accounting c) Case Studies	[8L]
Suggested Readings:	
(a) Turner, Paul : HR Forecasting and Planning, Jaico Publishing House (b) Armstrong, Michael: A Handbook of Personnel Management Practice, Kogan Page, London (c) Dessler,Gary : Human Resource Management, Pearson Education (d) Aswathappa, K : Human Resource Management, Tata McGraw Hill (e) Pattanayek, B : Human Resource Management, PHI (f) Saiyadain, M.S: Human Resource Management : Tata McGraw Hill	

FOURTH SEMESTER

ELECTIVE PAPERS

SPECIALIZATION: HUMAN RESOURCE MANAGEMENT

HR 402: EMPLOYEE RELATIONS & LABOUR LAWS

(Credit = 4, Contact Hours =40)

Module-I:	
a) Employee Relations Management (ERM): Overview, Tools, Core Issues ,ERM in multi union situations in Core Sector, ERM in Service & IT Sector , Strategic ERM- Strategy and Employment Policies, Future Challenges, Performance Management Services, Involvement and Commitment as Competitive Advantages, The Psychological Contract: Interest and Expectations, HR Infrastructure, Employee Surveys b) Industrial Relations: Overview, importance, Approaches to IR, Parties to IR, System Model of IR, Industrial Employees of India, Problems of Industrial Workers (absenteeism, commitment, Work Ethics), Contemporary Issues in Employee Relations	[8L]
Module-II:	
a) Employee Discipline: Types, Misconduct, Disciplinary Action, Disciplinary Enquiry and Procedures, Grievance Handling and Redressal. b) Collective Bargaining: Theories, Prerequisites, Process, Negotiating Skills and Strategies, Agreement – content, Validity, Implementation, Productivity Bargaining, Growth of Collective Bargaining in India.	[4L]
Module-III:	
a) Trade Unionism in India : Introduction, Trade Unions, Reasons for Joining Trade Unions, Types and Functions of Trade Unions, Type of Trade Union Agitations, Trade Unions in India and its Problems, Employers' Organizations in India, Managerial Associations. b) Employee Welfare and Employee Participation: Concept, Purpose, Statutory and Non-Statutory Provisions, ILO Conventions and its application in India. Meaning of Employee Participation and Empowerment, Advantages, Employee Participation in India- WPM, EPM, Quality Circles- Concept and Practices in India	[6L]
Module-IV:	
a) Legal Framework: Evolution of Labour Laws in India b) Laws relating to Establishment: Factories Act, 1948; Plantations Labour Act, 1951; Mines Act, 1952; Shops & Establishment Act.	[6L]
Module-V:	
a) Laws relating to Wages: Payment of Wages Act, 1936; Minimum Wages Act, 1948; Payment of Bonus Act, 1965; Equal Remuneration Act, 1976. b) Laws relating to Industrial Relations : Trade Unions Act, 1926; Industrial Employment (Standing Orders) Act, 1946; Industrial Disputes Act, 1947;	[6L]

Module-VI:	
a) Laws relating to Social Security – Employees’ Compensation Act, 1923; Employees’ State Insurance Act, 1948; Employees’ Provident Funds & Misc. Provisions Act, 1952; Maternity Benefit Act, 1961; Contract Labour (Regulations and Abolitions) Act, 1970; Payment of Gratuity Act, 1972, The Protection of Human Rights Act, 1993, The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 . b) Case Studies	[10L]
Suggested Readings:	
(a) Agarwal, S.L. : Labour Relations in India, McMillan (b) Pathak, A : Legal Aspects of Business, Tata McGraw Hill (c) Samant, S.R. & Dongle, B.N. (eds). CLR’s Yearly Labour Digest, Dwivedi (d) Srivastava, S.C. : Labour Law in Factories, Mines, Plantations etc., Prentice Hall (e) Labour Laws: Taxman Publications (f) Labour Laws in India : P.L. Malik	

FOURTH SEMESTER

ELECTIVE PAPERS

SPECIALIZATION: HUMAN RESOURCE MANAGEMENT

HR 403: COMPENSATION AND BENEFITS MANAGEMENT

(Credit = 4, Contact Hours =40)

Module-I:	
a) Employment: Policy and Programmes, Reservation Rules, Employment of Women and Dependents, Employment of Land Oustees - Provisions and Practices under the relevant Act and statutory provisions. b) New Employment Practices: Outsourcing, Contingent Workers, Employee Leasing	[10L]
Module-II:	
a) Labour Market: Concept, Broad Types of Labour Market b) Employment of Contract Labourers: Provisions and Practices under the relevant Act	[6L]
Module-III:	
Concept of Wage and Compensation: Minimum Wage, Fair Wage, Living Wage, Wage Policy, Wage/Salary, Real Wage, Components of Wages: Basic, Dearness Allowances, House Rent Allowances, City Compensatory Allowance, Other Allowances, Wage Fixation, Pay for different types of employees, Managerial/ Executive Compensation-.Wage Administration - Pay Roll Management, Deductions etc.	[6L]
Module-IV:	
a) Dearness Allowance: Methods of DA payment, Consumer Price Index,	[6L]

Neutralization	
b) Productivity and Wages: Productivity Bargaining, Incentive Payments, Productivity Linked Bonus, Incentives –Individual & Group, Case Studies on Productivity Bargaining, Reward strategy	
Module-V:	
a) Employee Benefits: Statutory & Voluntary Benefits - Fringe Benefits, Retirement Benefits - Provident Fund, Gratuity, Pension, Medical Insurance; ESOP, fundamentals of Computations of taxable income, overtime, etc. Reward Management, team rewards & psychological contract	[8L]
b) Employee Welfare and Working Conditions: Statutory and voluntary measures.	
Module-VI:	
Case Studies	[4L]
Suggested Readings:	
(a) Belcher, D.W.: Wage and Salary Administration, Practice Hall (b) Mondy, R.W. & Noe, R.M. : Human Resource Management, Pearson (c) Raynolds, G.L. : Labour Economics & Labour Relations, Practice Hall (d) Sarma : Understanding Wages in India, (e) Govt. of India : Report on National Commission on Labour (1st 1969, 2nd 2002) (f) ILO : Payments by Results	

FOURTH SEMESTER

ELECTIVE PAPERS

SPECIALIZATION: HUMAN RESOURCE MANAGEMENT

HR 404: PERFORMANCE MANAGEMENT SYSTEMS

(Credit = 4, Contact Hours =40)

Module-I:	
a) Performance Management: Overview, principle, measuring performance versus measuring action, contribution of Performance management to competitive advantage, difference between Performance Management and Performance Appraisal, Performance Management Process, Challenges of PMS, Managing team performance.	[6L]
b) Performance planning: Role/job description, key result areas, key activities, goal setting, performance agreement.	
Module-II:	
a) Monitoring: Performance monitoring and feedback, Identifying problems, providing support.	[6L]
b) Developing: Capability, willingness, work environment, technology, systems,	

group dynamics, Quality of supervision.	
Module-III:	
a) Performance Appraisal: Meaning, objective. Appraisal Process, Issues in appraisal design. Appraisal Methods – Traditional methods, Modern Methods: Management by Objectives (MBO), Assessment Centres, 360 degree Feedback. Designing KRA based performance appraisal system, Problems of Rating, Appraisal Interview, Archiving and Use of appraisal data, Legal issues associated with Performance appraisal b) Potential Appraisal: Concept, objectives. Potential Appraisal system, requirements of an effective system. Performance Appraisal and Potential Appraisal.	[10L]
Module-IV:	
a) Reward management: meaning, importance, objectives. Reward, recognition, financial and non-financial rewards, performance pay, competency-based pay, Reward management process. b) Competency Mapping: Concept, objectives, benefits, Process of Competency mapping. Identifying competency levels, developing competency maps for different positions.	[8L]
Module-V:	
a) Employee Engagement: Meaning, Nature, Types, Drivers of engagement, Benefits Of engagement, measurement of employee engagement. b) Balance Scorecard: Balance Scorecard approach to PMS, HR score card, MalcomBaldridge business excellence model.	[6L]
Module-VI:	
Case Studies	[4L]
Suggested Readings:	
(a) Armstrong, Michael: A Handbook of Personnel Management Practice, Kogan Page (b) ,London (c) Armstrong, Michael: Armstrong's Handbook of Strategic Human Resource Management, Kogan Page (d) Dessler,Gary : Human Resource Management, Pearson Education (e) Aswathappa, K : Human Resource Management, Tata McGraw Hill (f) Pattanayek, B. : Human Resource Management, PHI (g) Saiyadain, M.S : Human Resource Management : Tata McGraw Hill	

FOURTH SEMESTER

ELECTIVE PAPERS

SPECIALIZATION: HUMAN RESOURCE MANAGEMENT

HR 405: STRATEGIC HRM (Credit = 4, Contact Hours =40)

Module-I:	
a) Introduction: Concept of Strategy, types of strategies, Competitive advantage, value chain, Core competencies and distinctive capabilities, the resource-based view, Meaning of Strategic Management, Strategic Management Process. b) Strategic HRM: Meaning, elements, components, objectives. Conventional HRM versus Strategic HRM, Integrating HR with Strategic Management: drawing inputs from environment, identifying unique strengths, Formulating plans, identifying HR strategies, implementing strategy and evaluation. Different classifications of HR Strategies. Strategic FIT: A Conceptual Framework. The Best Fit approach and its drawbacks. The “HR” Bundles approach, theoretical perspectives of SHRM, Benefits of SHRM. Challenges of SHRM.	[10L]
Module-II:	
a) Human Capital Management (HCM) Strategy: Concepts of Human capital, Objectives of HCM, Role of HCM Strategy, The link between HCM and Business Strategy, Developing a HCM Strategy. b) Strategic HRP: meaning, definition, objectives, SHRP Process, Tools, Evaluation, HR score card.	[6L]
Module-III:	
a) High Performance Work Systems: Meaning, definition of High Performance Work Systems, Characteristics of HPWS. Components of HPWS. Developing a high Performance Strategy, Developing high performance work systems. b) Resourcing Strategy: Understanding Resourcing, The strategic HRM approach to resourcing, Integrating business and resourcing strategies, Bundling resourcing strategies and activities, The components of employee resourcing strategy: Workforce planning, Employee, Value proposition, Resourcing plans, Retention Strategy, Flexibility strategy. c) Talent Management Strategy: Understanding Talent Management, Strategic talent management, the process of Talent Management, Developing a talent management strategy, Components of a talent management strategy.	[10L]
Module-IV:	
Learning and Development Strategy: Understanding learning and development, Strategic HRD, Strategies for creating learning culture, Organizational learning strategies, Single and Double Loop learning, Learning organization strategy, Individual Learning Strategies.	[4L]
Module-V:	
a) Reward Strategy: Understanding Reward management, Reward strategy: definition, characteristics, basis, content of reward strategy. Broad- brush reward strategy, Specific reward initiatives. Guiding principles, developing reward strategy, effective reward strategies, criteria for effectiveness, reward strategy and line management capability, the problem with the concept of reward strategy.	[8L]

b) HR Evaluation: Balance Scorecard, HR score card, Malcom Baldrige business excellence model.	
Module-VI:	
Case Studies	[2L]
Suggested Readings	
(a) Armstrong, Michael: Armstrong's Handbook of Strategic Human Resource Management, Kogan Page (b) L.Holbeche: Aligning Human Resources and Business Strategy,2002, Butterworth Heinemann (c) M.Porter: Competitive Advantage,1985, Free Press (d) G.Hamel&C.K.Prahalad: Competing for the Future,1994,HBR (e) Dessler,Gary : Human Resource Management, Pearson Education (f) AgarwalaTanuja: Strategic Human Resource Management, OUP (g) Aswathappa, K: Human Resource Management, Tata McGraw Hill	

FOURTH SEMESTER

ELECTIVE PAPERS

SPECIALIZATION: HUMAN RESOURCE MANAGEMENT

HR 406: INTERNATIONAL HRM (Credit = 4, Contact Hours =40)

Module-I:	
Defining International HRM: Difference between Domestic and International HRM, International Staffing- The Role of an Expatriate, The Role of Non Expatriates, The Role of Corporate HR Functions, Defining MNC, International Strategy and Structure in MNC	[6L]
Module-II:	
a) Recruitment and Selection of Staff for International Assignments: Key Concepts and Definitions, Criteria for Recruitment and Selection b) International Pay and Reward: Introduction, Cross National Variation in Reward Structures, Multinational companies and International Reward, International Reward Strategy, Best Practice in International Reward	[12L]
Module-III:	
International Management Development: Introduction, Changing Scope of International Management Development, Role of International Manager- the Development Implications, Issues of Expatriate Training-International Management Development Initiatives	[6L]
Module-IV:	
International Employee Representation: Industrial Relations Systems-Introduction, Different Forms, Growing Significance of International Employee Representation, Internal and External Legitimacy- Future Prospects	[6L]
Module-V:	

International Corporate Social Responsibility and Employment Relations: Introduction, HRM and Corporate Social Responsibility, Brands, Boycotts and Multinationals, Role of NGOs, Labour Regulation in Global Economy, International Labour Standards	[6L]
Module-VI:	
Case Studies	[4L]
Suggested Readings:	
<ul style="list-style-type: none"> (a) Handbook of International Human Resource Management: Integrating People, Process and Context By Paul R. Sparrow (b) Gary Dessler HRM, Latest Edition, Prentice Hall Publication, (c) ArunMonappa and MirzaSaiyadin, Human Resource Management, Tata McGraw Hill Publishing Co. (d) BiswajitPattanayak, Human Resource Management, Prentice - Hall India, (e) Gupta, C. Human Resource Management , New Delhi: Sultan Chand And Sons 	

NOTICE

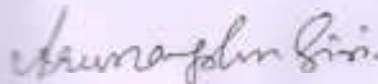
A meeting of the Board of Studies of Department of Management & Social Science will be held on 10th March, 2023 (Friday) at 11 AM at the departmental premises for discussion on the following agenda. All the BOS members are hereby requested to be present in the said meeting.

Agenda to be discussed:

1. Confirmation of the minutes of the meeting dated 20th September, 2022.
2. Review and adoption of changes in the syllabus of MBA curriculum under autonomy(if any).
3. Exploring the possibility of introduction of new specialization within the curriculum.
4. Any other matter with the permission of the chair.

Your august presence in the meeting is highly solicited.

Yours faithfully,



(Dr. Ananangshu Giri)
Chairman, Board of Studies,
Department of Management & Social Science,
Haldia Institute of Technology,
Dated: 20/02/2023
Place: Haldia.

Recd. 3
Dept. of Management & Social Science
Haldia Institute of Technology

CC to:

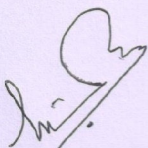
1. The Principal, HIT
2. The registrar, HIT(Invitee)
3. The General Manager, Central Training & Placement Cell(Invitee)
4. Prof. (Dr.) Indranil Bandyopadhyay(Convener, BOS Committee)
5. Shri Adrinil Santra
6. Shri Soumya Kanti Dhara
7. Ms. Dipanwita Chakrabarty
8. Ms. Wendrila Biswas
9. Dr. Souvik Bhattacharya
10. Shri Manigrib Bag(Secretary)
11. Prof. (Dr.) Debashis Biswas
12. Prof. (Dr.) Pradipta Banerjee
13. Prof. (Dr.) Partha Sarathi Dutta
14. Prof. (Dr.) Debashis Sur
15. Prof. Ajay Bhui
16. Dr. Pradip Paul
17. Shri Subham Manna
18. Guard File.

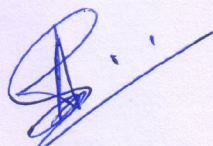
Minutes of the meeting of the Board of Studies dated 10th March, 2023 with Dr. Arunangshu Giri, HOD, Department of Management & Social Science at the chair:

1. The minutes of the meeting of Board of Studies dated 20th September, 2022 was read by the Secretary and it was confirmed unanimously.
2. It was resolved that the specialization of EDSBM (Entrepreneurship Development and Small Business Management) will be discontinued and the subject will be incorporated in the core curriculum as a full scale paper.
3. The members also expressed their view not to start any new specialization and to incorporate the Retail Management as another core paper in the curriculum.
4. The Course content of MB103 (Managerial Communication), MB 106 (Statistics for Managerial Decision), MB202 (Financial Management) is to be modified incorporating the suggested changes of the members present.
5. All the members ventilated the view to offer more value added courses which may include courses on Advanced Excel, Communicating Skill etc.
6. Prof Ajay Bhar has expressed the view to implement case studies, Movie shows, short term workshops, regular Aptitude training, Factory visit etc. within the pedagogy to improve the academic makeup of the department which was accepted by all the members present.
7. Alumni member of the BOS suggested to incorporate 2 SIPs within the course which was supported by the GM, Central TPO and other honourable members.
8. Members present have reported the achievement of the departmental students in research front which was acclaimed by members present.
9. Some of the members have also appraised the board about the different events already organized by the department and it was appreciated by all.

Meeting ended with thanks to the chair.

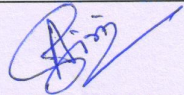
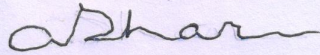
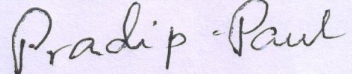
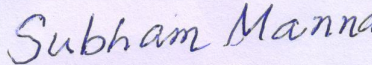
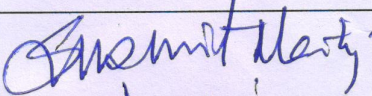
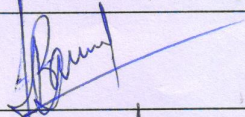
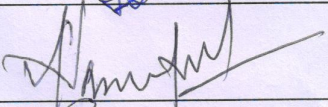
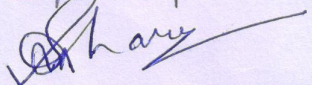


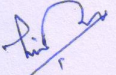
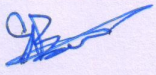
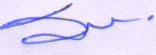
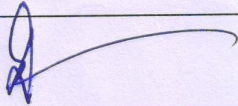
Signed on 14th March, 2023


(Secretary of BOS)


(Chairman of BOS)

Head
Dept. of Management & Social Sciences
Haldia Institute of Technology

Confirmation / Approval:**The proposed syllabus has been approved by the following Board of Studies' members dated on 10th March, 2023.**

Name	Designation	University / Institute	Signature
Dr. Arunangshu Giri	Associate Professor	Haldia Institute of Technology	
Dr. Pradipta Banerjee	Professor	Sidho Kanho Birsha University	Online Presence
Dr. Debashis Biswas	Assistant Professor	Vidyasagar University	Online Presence
Dr. Partha Sarathi Dutta	Associate Professor	P.C. Mahalanobis Mahavidyalaya	
Dr. Debashis Sur	Professor	The University of Burdwan	
Mr. Ajoy Bhar	Former GM-HRD	Exide Industries Ltd.	
Dr. Pradip Paul	Senior Manager, Marketing Division	Indian Oil Corporation Ltd.	
Mr. Subham Manna	Marketing Head (Purba-Midnapore)	Diageo India LTD.	
Dr. Susmit Maity	GM, Training & Placement	Haldia Institute of Technology	
Dr. Indranil Bandyopadhyay	Professor	Haldia Institute of Technology	
Mr. Adrinil Santra	Assistant Professor	Haldia Institute of Technology	
Mr. Soumya Kanti Dhara	Assistant Professor	Haldia Institute of Technology	
Ms. Dipanwita Chakrabarty	Assistant Professor	Haldia Institute of Technology	
Mrs. Wendrila Biswas Seth	Assistant Professor	Haldia Institute of Technology	
Mr. Manigrib Bag	Assistant Professor	Haldia Institute of Technology	
Dr. Sourabh Bhattacharyya	Assistant Professor	Haldia Institute of Technology	
Dr. Soma Mishra	Assistant Professor	Haldia Institute of Technology	
Dr. Debasis Das	Assistant Professor	Haldia Institute of Technology	



HALDIA INSTITUTE OF TECHNOLOGY

AN AUTONOMOUS INSTITUTION

(An Institution of ICARE, Haldia)

Approved by All India Council for Technical Education (AICTE), Govt. of India,
Affiliated to Maulana Abul Kalam Azad University of Technology (MAKAUT), West Bengal

NAAC Accredited Technical Institute with "A" Grade [CGPA-3.31] &

B.Tech. Programs [AEIE, BT, CHE, CSE, ECE, EE, ME and PE] Accredited by NBA [National Board of Accreditation]

Excerpt of Minutes of the Meeting of the Board of Studies of Department of Management & Social Science held on 10th March, 2023:

"It was resolved that the specialization of EDSBM (Entrepreneurship Development and Small Business Management) will be discontinued in 3rd and 4th semester from the session 2022-2024 and the subject will be incorporated in the core curriculum as a full scale paper. The members also expressed their view not to start any new specialization."

Reproduced from the original book of Minutes of the Meeting.

Signed on 16th March, 2023

(Secretary of BOS)

(Chairman of BOS)

Head
Dept. of Management & Social Sciences
Haldia Institute of Technology



HOD, MBA, Dr. Arunangshu Giri <hod.mba.hit2021@gmail.com>

Regarding BOS Meeting held on 10.03.2023

1 message

Pradipta Banerjee <pbanerjeebu@rediffmail.com>

Thu, Mar 16, 2023 at 4:39 PM

To: HOD <hod.mba.hit2021@gmail.com>

Dear Sir,

With reference to BOS Meeting held on 10.03.2023 which I attended over virtual mode, I would like to suggest you to remove EDSBM (Entrepreneurship Development and Small Business Management) as a Specialization and instead of that you may keep that paper as one Core paper in your MBA 3rd and 4th Semester.

With best regards,

Dr. Pradipta Banerjee

Dean, Faculty Council of Commerce

Professor of Commerce

&

Head (Addl. Charge), Department of Business Administration (MBA)

Sidho-Kanho-Birsha University

Purulia-723104, West Bengal

Phone: 03252-224438/202419/222894

Website: www.skbu.ac.inAlternate mail id: banerjeebu@gmail.com/pradipta-banerjee@skbu.ac.in

Mobile: +91-9434324386



HOD, MBA, Dr. Arunangshu Giri <hod.mba.hit2021@gmail.com>

Sub: Suggestion relating to BOS meeting dated 10th March, 2023

Debasish Biswas <debasish762010@yahoo.com>

Thu, Mar 16, 2023 at 2:55 PM

To: "HOD MBA Dr. Arunangshu Giri" <hod.mba.hit2021@gmail.com>

Dear Sir,

As per the BOS meeting dated 10th March, 2023, which I attended online, I am suggesting that any paper relating to EDSBM (Entrepreneurship Development and Small Business Management) may be incorporated as a compulsory paper either in MBA 1st semester or MBA 2nd Semester but not as a specialization. On the contrary, retail management paper may be incorporated as a compulsory paper in MBA 3rd Semester syllabus but not as a specialization.

Thanking you.

With Kind Regards,**Dr. Debasish Biswas****Assistant Professor Stage III****Dept. of Business Administration****Vidyasagar University****Web:** <https://vidyasagar.irins.org/profile/228647>http://faculty.vidyasagar.ac.in/Faculties/Profile?fac_u_id=Fac-MBA-144**Mob. : - 8170067706, 9832362955****Mail ID:** debasish762010@yahoo.comdbiswas@mail.vidyasagar.ac.in