

# Gujarat Technological University

## MBA Semester - IV

### **Syllabus for MBA Programme effective from the Academic Year 2009-10 onwards**

The course curriculum and syllabus for MBA of Gujarat Technological University are devised considering the norms of AICTE/UGC. While preparing the syllabus, the syllabi of different national level universities/institutions have been taken into account. This syllabus has endeavoured to strike a balance between theory and practice and classic and contemporary concepts.

The MBA programme of Gujarat Technological University (GTU) will be conducted on a semester basis with four semesters spread over two academic years. The duration of each semester will be around 15 weeks. In each semester there will be seven courses/subjects. In the first year all the 14 courses are compulsory. In the second year there will be three types of courses, namely, compulsory, electives and sectorial specialisation. The MBA programme will have four electives, namely, Marketing, Finance, Human Resource and Information Systems. A student can choose any one of the four electives. There will be five sectorial specialization areas, namely, Retail, Pharmaceutical and Healthcare, Rural and Cooperatives, Public Systems and Policy, and Banking and Insurance. A candidate has to opt for one of the sectorial areas. In each semester of the second year there will be three compulsory courses, three electives and one sectorial course, thus making a total of six compulsory courses, six elective courses and two sectorial courses in the second year. Once a student opts for a particular elective and sectorial course in semester III, he/she will continue the same in semester IV.

The institution conducting the programme can either offer all the electives and sectorial options or the minimum requirement of two for each. The institution is free to drop an elective or sectorial option in case there are less than 10 students opting for the same.

The annual calendar will be declared by the University in the beginning of the academic year, indicating the schedule of the semester (beginning and end) and internal and external examination time slots. No exemption in any subject/course is allowed even if the student had studied similar or the same subject in any other programmes.

Each course is divided into five modules. The University examinations will have five questions of 14 marks from each module, with internal options. The evaluation will be governed by the GTU rules/regulations. The details of the IV<sup>th</sup> semester courses are listed below:

**Semester-IV**  
**Compulsory Courses:**

Sr. No.	Course/Subject Title	Credits
1.	Comprehensive Project (CP)	3
2.	International Business (IB)	3
3.	Management Control System (MCS)	3
40 Sessions of 75 Minutes per Course		Total 9

**Functional Areas:**

**I Marketing**

Sr. No.	Course/Subject Title	Credits
1.	International Marketing (IM)	3
2.	Product and Brand Management (PBM)	3
3.	Services and Relationship Marketing (SRM)	3
40 Sessions of 75 Minutes per Course		Total 9

**II Finance**

Sr. No.	Course/Subject Title	Credits
1.	Corporate Restructuring (CR)	3
2.	International Finance (IF)	3
3.	Risk Management (RM)	3
40 Sessions of 75 Minutes per Course		Total 9

**III Human Resource**

Sr. No.	Course/Subject Title	Credits
1.	Human Resource Development (HRD)	3
2.	International Human Resource Mgmt. (IHRM)	3
3.	Strategic Human Resource Mgmt (SHRM)	3
40 Sessions of 75 Minutes per Course		Total 9

**IV Information System**

Sr. No.	Course/Subject Title	Credits
1.	Business Process Reengineering (BPR)	3
2.	Information Systems Audit and Control (ISA&C)	3
3.	Strategic Information Technology Management (SITM)	3
40 Sessions of 75 Minutes per Course		Total 9

**Sectorial Area:**

40 sessions of 75 minutes per course (each student will opt for any one of the sectorial areas); the choice of sector is independent of the functional elective.

- I      Retailing Sector**
- II     Pharmaceutical and Healthcare Sector**
- III    Rural and Cooperative Sector**
- IV    Public Systems and Policy**
- V     Banking and Insurance**

**MBA – II SEMESTER - IV  
COMPREHENSIVE PROJECT  
(GRAND PROJECT STUDY COURSE)**

**OBJECTIVES**

The objective of this course is to prepare the students to conduct a study of an Industry/organization or project utilizing the tools and techniques learned in the first three semesters of the programme.

The focus of the study could be an in depth analysis of an industry and within the industry study of an organization as a case study. The emphasis is on macro and micro level study of issues/problems. Alternatively, if an organization has a problem, its diagnosis and solution in the form of an analytical analysis or model building could be considered which can be implemented. The comprehensive project study could also be carried out as a comparative analysis of the same industry in different countries, if feasible.

The project should have substantial primary/secondary data. The student is expected to conduct a detailed survey of literature and/or analysis of the secondary/ primary data. In case of a status report of an industry, it is expected that the student collects data regarding all aspects related to a particular industry, analyse the data and present the findings.

Prior to conduct of the study, a student is required to prepare a short research proposal of the study and it is also expected that the study would lead to recommendations and implementable plans of action.

**Types of Projects:**

1. Comprehensive case study of Industry or segment
2. Organizational study aimed at inter-organizational comparison/validation of theory/survey of management practices with reference to particular industry.
3. Field study (empirical study) with respect to any research issue.
4. Feasibility Study as Comprehensive Project.

**Expected format for preparation of the proposal**

- Introduction and Statement of the Problem
- Short Literature Survey
- Research Design and Hypothesis, if any
- Research Methodology
- Data Sources
- Time Budget
- Tentative Chapter Plan
- Expected Contribution of the study
- Beneficiaries
- A short write up on the researcher
- Bibliography/Appendices, if any

**Report Framework**

- Initial pages
- Executive summary
- Introduction/statement of problem
- Detailed survey of literature
- Need – objective of the study
- Methodology/Focus/Scope/Limitations

- Text of the study including analysis
- Conclusions and Recommendations including plan of action
- Bibliography
- Appendices

### **Format of Presentation**

1. The student is expected to follow the required style for presentation of the report including Tables, References, Bibliography and Appendices.
2. Literature Survey should be related to the problem of study. Review of the studies in the area and critical examination of them including conclusions of the student should form part of the literature survey.
3. Acknowledgement of all sources of information through footnoting and biography is an essential requirement of the study.

### **Conduct of the project**

1. The comprehensive study should be done by a team of two students. Undertaking comprehensive project by a single student should be discouraged.
2. A faculty member should be assigned to each group. The faculty member should ensure that there is proper analysis of data with some amount of originality. Cut and paste of data/analysis/material should not be allowed.
3. Ideally the comprehensive study should start from the third semester and the deadlines for different activities such as identification of topics, presentation of proposal, data collection, etc., can be specified by the respective institution so as to discourage last minute compilation and collation of data/materials.
4. Two copies of the report (one print + one digital) should be submitted by the student(s) to the institute. The institute has to submit combined CD of all the projects to the GTU Library.

**MBA - II SEMESTER - IV**  
**International Business (IB)**

**1. Course Objective:**

The course is intended to provide a basic understanding about the finer aspects of international business to the students. It is aimed at making the students realise that International Business is a combination of multiple disciplines brought together in a systematic manner. The integration of General Management, Operations, Financial Management, Marketing Management as well as Human Resources Management in an international perspective is essential to International Business.

**2. Course Duration:**

The course duration is of 40 sessions of 75 minutes each.

**3. Course Contents:**

Module No.	Modules/Sub-Modules	Sessions	Marks Weightage
I	Globalization and International Business. The Cultural Environments facing business. The Political and Legal Environments facing Business	8	20%
II	The Economic Environments facing business. Globalization and Society.	8	20%
III	International Trade and Factor-Mobility Theory. Government Influence on Trade. Cross-National Cooperation and Agreements. Global Foreign-Exchange Markets. The Determination of Exchange Rates	8	20%
IV	The Strategy of International Business. Country Evaluation and Selection. Export and Import Strategies. Direct Investment and Collaborative Strategies. The Organization of International Business	8	20%
V	Marketing Globally. Global Manufacturing and Supply Chain Management. International Accounting Issues. The Multinational Finance Function. Human Resource Management.	8	20%

**4. Teaching Methods:**

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

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

**5. Evaluation:**

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

A	Assignments / Presentations/ Quizzes / Class Participation etc.	50% (Internal Assessment)
B	Mid – Semester Examination	30% (Internal Assessment)
C	End - Semester Examination (Theory: Min. 30% & Practical: Min. 70%)	70% (External Assessment)

## 6. Basic Text Books:

<b>Sr. No.</b>	<b>Author/s</b>	<b>Name of the Book</b>	<b>Publisher</b>	<b>Edition</b>
T1	Charles Hill & Arun Jain	International Business	Tata Mc-Graw Hill	Latest Edition
T2	Mike W. Peng Deepak K. Srivastava	Global Business	Cengage learning	Latest Edition
T3	Daniels, Radebaugh, Sullivan and Salwan	International Business-Elements and Operations	Pearson Education	Latest Edition

## 7. Reference Books:

<b>Sr. No.</b>	<b>Author/s</b>	<b>Name of the Book</b>	<b>Publisher</b>	<b>Edition</b>
R1	Onkovist and Shaw	International Marketing: Analysis and Strategy	Pearson Education	Latest Edition
R2	P. Subba Rao	International Business: Test & Cases	Himalaya	Latest Edition
R3	Dr. M. B. Rao, Manjula Guru	International Business	Vikas	Latest Edition
R4	O. P. Agarwal	International Business	Himalaya	Latest Edition
R5	R. Chandran	International Business	University	Latest Edition
R6	Hyun Sooklee, R. K. Srivastava	International Business: Country Culture and Corporate Culture	Excel	Latest Edition
R7	Justin Paul	International Business	PHI	Latest Edition
R8	Barbara Parker	Introduction to Globalization & Business-Relationships and Responsibilities	Sage India	Latest Edition
R9	Ajami	International Business :Theory & Practice	PHI	Latest Edition
R10	A Nag	International Business Strategy	Vikas	Latest Edition
R11	Johny Johnson	Global Marketing; Foreign Local Marketing and Global Marketing	Tata Mc-Graw Hill	Latest Edition

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

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

- 1 Journal of International Business,
- 2 Harvard Business Review,
- 3 The Economic Times, Times,
- 4 Business World

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

## 9. Session Plan:

### International Business (IB)

SessionsNo.	Topic
1	Globalization and International Business
2	Globalization and International Business
3	The Cultural Environments facing business.
4	The Cultural Environments facing business.
5-8	The Political and Legal Environments facing Business
9	The Economic Environments facing business
10-11	The Economic Environments facing business
12-13	Globalization and Society.
14-16	Globalization and Society.
17-19	International Trade and Factor-Mobility Theory
20	Government Influence on Trade
21	Cross-National Cooperation and Agreements
22-23	Global Foreign- Exchange Markets
24	The Determination of Exchange Rates
25	The Strategy of International Business
26	Country Evaluation and Selection
27	Export and Import Strategies
28-29	Direct Investment and Collaborative Strategies
30	The Organization of International Business
31-32	The Organization of International Business
33-34	Marketing Globally
35-36	Global Manufacturing and Supply Chain Management
37-38	International Accounting Issues, The Multinational Finance Function
39-40	Human Resource Management.



**MBA - II Semester - IV**  
**Management Control Systems (MCS)**

**1. Course Objective:**

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

**2. Course Duration:**

The total hours for teaching this course will be 50 hours which will be divided into 40 sessions of 75 minutes each.

**3. Course Contents:**

Assignment of sessions to the modules of course is as follows:

<b>Module No.</b>	<b>Modules / Sub-Modules</b>	<b>Sessions</b>	<b>Marks Weightage</b>
<b>I</b>	Introduction to Management Control Systems and the Environment of Management Control. The Nature of Management Control, Basic Concepts- The Environment of Management Control- Strategies of different levels, Corporate and Strategic Business units. Behavior Aspects of Organizations, Goal Congruence and Factors Influencing the Congruence.	8	20%
<b>II</b>	The Structure of Management Control Systems. Responsibility Centres. Definition, Types – Revenue & Expense Centres, Engineered and Discretionary Expense Centres – Profit Centres, Various Measures of Profits.	8	20%
<b>III</b>	Transfer of Goods & Services between Divisions and its Pricing. Administration of Transfer Prices – Investment Centres, Measures and Controls of Assets. Divisional performance and Responsibility accounting, Various Control issues.	8	20%
<b>IV</b>	The Process Part of Management Control:- Planning, Budgeting, Performance Analysis and Rewarding. Strategic Planning. Planning of Existing and Proposed Programs; Budget Preparation. Its Process and Techniques. Analysis of Performance through Variance. Developments in Performance Measurement System (PMS). Balance Score Card. Compensation for Management Staff – Different Compensation Plans for Corporate Officers and SBU Managers	8	20%
<b>V</b>	Management Control Systems for Different Organizations:- Service organizations; Professional, Financial Service, Health Care Organizations: Challenges for Management Control Systems in Non Profit Organizations. Management Controls Systems for Projects.	8	20%

#### 4. Teaching Methods:

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

- Relevant cases highlighting various issues shall be discussed. Students are required to prepare thoroughly the case facts. Questions are given at the end of each case to facilitate the discussions.
- Some of the cases can be presented as a group assignment
- Instructor shall discuss the theoretical issues through lecture methods.
- Internal evaluation shall be done through examining cases

#### 5. Evaluation:

The evaluation of participants will be on a continuous basis comprising the following elements:

A	Projects/ Assignments/ Quizzes/ Class Participation etc.	Weightage 50% (Internal Assessment)
B	Mid-Semester Examination	Weightage 30% (Internal Assessment)
C	End-Semester Examination	Weightage 70% (Internal Assessment)

#### 6. Text Books:

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
T1	Robert Anthony and Vijay Govindarajan,	Management Control Systems	TMH	Latest Edition
As cases are selected from this book, hereafter it will be referred to as AG				
T2	Pradip Kumar Sinha,	Management Control Systems	Excel	Latest Edition
T3	N. Ghosh	Management Control Systems	PHI	Latest Edition

#### 7. Reference Books:

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
	Kaplan Robert and Atkinson Anthony	Advance Management Accounting	Pearson Education	
R1	Ravi Kishore	Cost Management	Taxman	Latest Edition
R2	Kenneth A. Merchant,	Modern Management Control Systems	Pearson	Latest Edition
R3	Joseph A. Maciariello and Calvi J. Kirby,	Management Control Systems	PHI	Latest Edition
R4	Saravanel,	Management Control Systems	Himalaya	Latest Edition
R5	Ravindhra Vadapalii	Management Control System	Excel	Latest Edition
R6	R. S. Aurora & S. R. Kale	Management Control System	Jaico	Latest Edition

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

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

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

## 9. Session plan

### Management Control Systems

Module No.	Topics/Sub topics
1.	Introduction to Management Control Systems, Basic Concepts, Boundaries of Management Control.
	<b>Reading: For reading the theory Chapters of any text book is suggested. However, as a base reference book, T-1 is suggested. Cases are selected from that book</b>
2-4	The Nature of Control Systems. Different Levels of Planning and Control. Strategy Implementation aspects. Interfaces of Various Disciplines.
	<b>Reading :</b> The Nature of MCS ( AG: Chap –1) or any other book
	Case: Nucor Corporation (A) (AG: 1.1)
5-6	Behaviour in Organisations. Behavioural aspects of Systems. Factors affecting Human Behaviour. Issues of Goal Congruences. Structure of Organisations. Functional v/s SBU. Role of Controller
	<b>Reading :</b> Behaviour in Organizations ( AG: Chap –3) or any other book
	Case: Rendell Company (AG 3.3)
7-9	Responsibility Centers: Revenue and Expense Centres, Discretionary Expense Centers. The structural part of MCS. Classification of responsibility centres. Expense, discretionary v/s engineered, revenue centre; budget preparation of various centres.
	<b>Reading :</b> Chapter : 4 (AG) or any other book
	Case: Westport Electric Corpn. (AG: 4.5)
10-13	Profit Responsibility Centre: Conditions for making a profit centre. Constraints for profit centres. Various measures of profits and its implications
	<b>Reading :</b> Profit Centres (AG : Chap. 5) or any other book
	Case: North Country Auto, Inc. ( AG: Chap 5.2)
14-17	Transfer Prices: Objectives, basic principles. Ideal situations of having good transfer prices to be set. Various methods of fixing transfer prices. Administration of transfer prices.
	<b>Reading :</b> Transfer Pricing (AG : Chap. 6) or any other book
	Case: Birch Paper Company (AG :6.2)
18-20	Investment Responsibility Centre: investment centre as responsibility centre. Measurement of various assets. Various depreciation method and its implications.EVA v/s ROI
	<b>Reading :</b> Measuring and Controlling Assets Employed(AG : Chap.7) or any other book
21-22	<b>The Management Control Process</b>
	<b>Reading:</b> Strategies, the process part of MCS. Strategic planning. Internal and external analysis of strategic planning(AG : Chap.8) or any other book
23-25	Budgeting & Control
	<b>Reading:</b> Budget Preparation, budgeting for short term and long term. Various types of budget, capital and operation budgets. The process part of budget preparation(AG : Chap. 9) or any other book

	Case : New York Times (AG 9.1)
<b>26-27</b>	Analysing the Financial Performance: evaluation of performance. Variances. Performance of the organisation. Balance score card. Key success factors
	<b>Reading:</b> Chap, AG 10(or any other book), and also a reading of Variance analysis from Cost Accounting Book
<b>28-29</b>	Performance Reports <b>Reading :</b> AG :Chap :11 Case: Analog Devices, Inc. (A)
<b>30-31</b>	Management Compensation: compensation for management staff. Characteristics for a good compensation plans. Types of incentive plans. <b>Reading :</b> AG Chap. 12 or any other book
	<b>Variations in Management Control</b>
<b>32-33</b>	Differentiated Strategies, controls for systems for different strategies. Innovative and competitive strategies. Reading: AG Chap.13 or any other book Case: Texas Instruments and Hewlett-Packard (AG 13.3)
<b>34-35</b>	Control of Service Organisation
	<b>Reading:</b> Services Organisations, characteristics of service organisation. Professional, financial service, healthcare and non profit organisation. (AG : Chap. 14 ) or any other book
	Case : O'Reilley Associates (AG : CASE 14.1)
<b>36</b>	Control of projects, control system for organisation.
	<b>Reading :</b> Chap. 16.1
<b>37-38</b>	Control of Non – Profit Organisation
	<b>Reading :</b> Services Organisations
<b>39</b>	Control of Non – Profit organisation
<b>40</b>	Control of Multinational Companies
	<b>Reading :</b> Multinational Org. (AG: Chap.15 or any other book) Case:15.1, AB Thorsten

**MBA - II SEMESTER - IV**  
**International Marketing (IM)**

**1. Course Objective:**

Several reasons have compelled companies to go international like saturated domestic market, possibility of higher profitability in international markets, opportunity in terms of huge potential, risk reduction, competition from overseas companies in local markets, etc. The purpose of this course is to educate students to meet international challenges and understand the fundamental principles/ theoretical framework associated with international activities.

**2. Course Duration:**

The course will have 40 sessions of 75 minutes duration.

**3. Course Contents:**

Assignment of sessions to the modules of course is as follows:

<b>Module No.</b>	<b>Modules / Sub-Modules</b>	<b>Sessions</b>	<b>Marks Weightage</b>
<b>I</b>	<b>International Marketing: Nature Process and Benefits:</b> Definition, Process of Internationalization, Benefits, Trade Theories, marketing barriers-tariff and non-tariff barriers, Organisation and control for International Marketing	8	20%
<b>II</b>	<b>International Marketing and World Environment:</b> Political Factors, legal Factors, Cultural Factors, Technological Factors, Regional Trade Areas (RTAs) and it's implication for International Marketers	8	20%
<b>III</b>	<b>Research in International Marketing:</b> Consumer Behavior, Psychological and Social aspects, Marketing Research and Information System, Market Entry Strategies	8	20%
<b>IV</b>	<b>International Marketing Mix Decisions:</b> Product Strategies, Branding and Packaging Decisions, Pricing strategies, Sales Promotion and Advertising Strategies, Distribution and Logistics, Documentation in International Trade	8	20%
<b>V</b>	<b>Financial Decisions in International Market:</b> Sources of Finance, Financial Institution/Govt. Agencies-World Bank, IMF, WTO, ECGC, IFC etc., Currencies and Foreign Exchange Market, Exchange Rate System	8	20%

**4. Teaching Methods:**

The course will use the following pedagogical tools:

- a. Concept Discussion
- b. Case Discussion
- c. Projects/ Assignments/ Quizzes/ Class Participation

## 5. Evaluation:

The evaluation of participants will be on continuous basis comprising of the following elements:

A	Projects/ Assignments/ Quizzes/ Class Participation etc.	Weightage 50% (Internal Assessment)
B	Mid-Semester Examination	Weightage 30% (Internal Assessment)
C	End-Semester Examination	Weightage 70% (Internal Assessment)

## 6. Text Books:

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
T1	Sak Onkvisit John J. Shaw	International marketing	PHI	Latest Edition
T2	Philip R. Cateora, Graham, Prashant Salwan	International Marketing	McGraw Hill	Latest Edition
T3	Michael R. Czinkota, Iikka A.. Ronkainen	International marketing	Cengage	Latest Edition

## 7. Reference Books:

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
R1	Rakesh Mohan Joshi	International Marketing Management	Oxford	Latest Edition
R2	Justin Paul, Ramneek Kapoor	International Marketing	Tata McGraw Hill	Latest Edition
R3	Warren J. Keegan, Naval K. Bhargava	Global Marketing Management	Pearson	Latest Edition
R4	P K Vasudeva	International Marketing	Excel	Latest Edition
R5	Kiefer lee, Steve Carter	Global Marketing Management	Oxford	Latest Edition
R6	Kotabe, Peloso, Gregory, Noble, Macarthur, Neal, Riege, Helsen	International Marketing	Wiley	Latest Edition
R7	R. Srinivasan	International Marketing	PHI Learning	Latest Edition
R8	Rajagopal	International Marketing	Vikas	Latest Edition

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

International Journal of logistics and Supply Chain Mgmt, Asia Pacific Journal of Marketing, International Journal of Advertising, Global Journal of Marketing etc.

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

## 9. Session plan

### MM - International Marketing (IM)

Session No.	Topic
1-3	Definition, Process and Benefits of Internationalization
4-6	Trade theories, Marketing barriers-tariff and non-tariff barriers
7-8	Organization and Control for International Marketing, Case analysis, review and feedback of module 1
9-11	Political factors, legal environment
12-13	Cultural environment, technological factors
14-16	Regional Trade Areas(RTAs) and it's implication for international marketers, Case analysis, review and feedback of module 2
17-20	Consumer behaviour, psychological and social aspects
21-24	Marketing Research and Information System, Market Entry Strategies, case analysis, review and feedback of module 3
25-26	Product strategies, branding and packaging decisions
27-29	Pricing strategies, sales promotion and advertising strategies
30-32	distribution and logistics, documentation in international trade, case analysis, review and feedback of module 4
33-35	Sources of finance, financial institution
36-37	Govt. agencies-world bank, IMF, WTO, ECGC, IFC etc.,
38-40	Currencies and foreign exchange market, exchange rate system, Case analysis, review and feedback of module 5

**MBA - IV Semester - IV**  
**MM - Product and Brand Management (PBM)**

**1. Objectives:**

The objectives of the course are:

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

**2. Course Duration:**

The total hours for teaching this course will be 50 hours, which will be divided into 40 sessions of 75 minutes duration each.

**3. Course contents:**

The course will contain following modules:

<b>Module No.</b>	<b>Topic/ Sub topic</b>	<b>Sessions</b>	<b>Marks Weightage</b>
<b>I</b>	Introduction to Product Management, Category Attractiveness, Market Competition and Competitor Analysis, Product Strategy and New Product Development	8	20%
<b>II</b>	Customer and Market Potential Analysis, , Managing a Product during various stages of PLC.  Product Market Analysis for different products, Emerging panorama of the Indian market, New challenges for marketers in India (Practical Studies)	8	20%
<b>III</b>	Branding & Brand Management, The concepts of Brand Equity, Creating brands in a competitive market. Brand Positioning and Brand Associations. Using Brand Elements to create brand equity.	8	20%
<b>IV</b>	Designing Marketing Programmes to Build Brand Equity. Leveraging Secondary Brand Associations. Developing a Brand Equity Management System. Measuring Sources of Brand Equity and Brand Equity measurement approaches.	8	20%
<b>V</b>	Growing and Sustaining Brand Equity: Designing and Implementing Branding Strategies, Launching Brand Extensions Products, Managing brands overtime and geographic boundaries, revitalization of brands.	8	20%



#### 4. Teaching Methods:

The course will use the following pedagogical tools:

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

#### 5. Evaluation:

The evaluation of participants will be on a continuous basis comprising the following elements:

A	Projects/ Assignments/Quizzes/Class participation etc	Weightage 50% (Internal Assessment)
B	Mid-Semester examination	Weightage 30 % (Internal Assessment)
C	End –Semester Examination	Weightage 70% (External Assessment)

#### 6. Text Books:

The following books may be used as base book for this course. However, students are also expected to refer books by other authors on the subject. A suggestive list of reference books is also given here. They are also supposed to read business magazines and journals related to the subject.

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
T1	Lehman and Winer	Product Management	Tata McGraw Hill	Fourth edition
T2	Kevin Lane Keller	Strategic Brand Management	Pearson Education	Third Edition
T3	S. Ramesh Kumar	Managing Indian Brands, Marketing Concepts & Strategies	Vikas	Latest Edition

#### 7. Reference Books:

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
R1	Ramanuj Majumdar	Product Management in India	PHI EEE	Latest Edition
R2	Elliott Richard and Percy Larry	Strategic Brand Management	Oxford University Press (Indian Edition)	Latest Edition
R3	Tybout and Calkins (Editors)	Kellogg on Branding	Wiley	Latest Edition
R4	VanAuken Brad	Branding	Jaico	Latest Edition

R5	Baker Michael and Hart Susan	Product Strategy and Management	Pearson	Latest Edition
R6	Jean Noel Kapferer	Strategic Brand Management	Kogan Page	Latest Edition
R7	Dholkia, Anwar and Hasan	Marketing Practices in Developing Economy : Cases from South Asia	PHI	Latest Edition
R8	YLR Moorthi	Brand Management, The Indian Context	Vikas	Latest Edition
R9	S. Ramesh Kumar	Consumer Behaviour and Branding	Pearson	Latest Edition
R10	Harsh Verma	Brand Management	Excel	Latest Edition
R11	Ramanuj Majmudar	Product Management in India	PHI	Latest Edition

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

The Economic Times (Brand Equity), Brand Reporter, Indian Management, Harvard Business Review, Indian Journal of Marketing.

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

**9. Session Plan:****MM - Product and Brand Management**

<b>Session no.</b>	<b>Topic</b>
1	Product Management System
2	Levels of Market Competition and methods for measuring competition
3	Category attractiveness analysis- Market factors, category factors and Environmental factors analysis.
4-5	Competitor analysis: Differential advantage analysis, Predicting future strategies.
6	Developing a sustainable product strategy, Selection of strategic alternatives.
7	Launching new products- Product modification and Line extensions
8	<a href="#">Feedback and review of module-1 / Case analysis</a>
9-10	Customer analysis: Understanding the customer, market segmentation and targeting the customer. Model of Economic value to the Customer.
11	Estimating Market and Sales potential; Sales forecasting, Using forecasts
12	Managing a product portfolio over different stages of lifecycle
13-14	Product Market Analysis for different products
15	Emerging panorama of the Indian market, New challenges for marketers in India
16	<a href="#">Feedback and review of module -2 / Case analysis.</a>
17	Branding, Brand Management, branding challenges and opportunities
18-19	Customer based brand equity, brand knowledge, sources of brand equity, steps involved in brand building, creating customer value.
20-21	Brand Associations, Brand Image and Brand Positioning- Points of parity and points of difference. Core Brand Values and Brand Essence (Brand Mantra).
22- 23	Brand Elements and Brand Equity. Using brand elements to create brand equity.
24	<a href="#">Feedback and review of module -3/ Case analysis</a>
25-26	New Perspectives on Marketing. Designing Marketing Programmes- Product, Pricing and Channel strategies.
27	Marketing communications and brand equity.
28	Leveraging secondary brand associations.
29	Brand value chain and Brand equity management
30	Measuring Sources of Brand equity by capturing consumer mind set: Qualitative and quantitative techniques.
31	Brand Equity Measurement, cost based, price based and consumer based methods.
32	<a href="#">Feedback and review of module -4 / Case analysis</a>
33	Brand Architecture- The brand product matrix and Brand hierarchy
34	Designing a Branding strategy- Combining and linking brand elements to different products. Cause Marketing.
35	Types of brand extensions, advantages and disadvantages of extension.
36	How consumers evaluate brand extensions and guidelines for extensions
38	Global Marketing Programmes- rational, merits and demerits
39	Global brand strategy- localization v/s standardization
40	<a href="#">Feedback and review of module – 5 / Case analysis</a>

**MBA - II SEMESTER - IV**  
**MM: Services and Relationship Marketing (SRM)**

**1. Course Objectives:**

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

**2. Course Duration:**

The course duration is of 40 sessions of 75 minutes each.

**3. Course Contents:**

Module No.	Module / Sub-Modules	Sessions	Marks Weightage
<b>I</b>	<p><b>Basics of Services Marketing:</b> What are Services? ; Why Study Services? ; Role of services in the economy; Services and Technology - technology in service encounter, emergence of self service, automation in services, Internet services; Distinctions between Services and Goods; Services Marketing Mix;</p> <p><b>Customer Behaviour in Service Encounter:</b> Four Categories of Services – People-Processing, Mental-Stimulus Processing, Possession-Processing, and Information-Processing;; Customer Decision Making – Pre-purchase Stage, Service-Encounter Stage and Post-Encounter Stage; ; Customer Expectations and Perceptions of Services – Zone of Tolerance;</p>	8	20%
<b>II</b>	<p><b>Services Marketing Mix:</b> Product – Core and Supplementary Elements, Branding Service Products ; Price – Role of Non-monetary Costs, Pricing Strategy Pricing and Revenue Management, Yield Management, Place – Service Distribution, Role of Customers in Service Delivery, Delivery through Intermediaries, Franchising, Electronic Channels, Self-Service Technologies; Promotion – Role of Marketing Communication, Marketing Communication Mix, Integrated Services Marketing Communication</p>	8	20%

<b>III</b>	<b>Expanded Marketing Mix:</b> People – Employees’ Role in Service Delivery, Service Leadership and Culture, Process – Service Blueprinting, Service Process Redesign Physical Evidence - Servicescape, Service Environments, <b>Managing Capacity and Demand:</b> Understanding Capacity, Demand Patterns, Strategies for Matching Capacity and Demands	8	20%
<b>IV</b>	<b>Service Quality and Relationship Management:</b> Services Quality: Gaps Model; Measuring and Improving Service Quality; Relationship Management: Defining Customer Relationships; The Basics; External Relationships; Supplier Relations; Internal Relationships	8	20%
<b>V</b>	<b>Relationship Marketing:</b> Customer Retention; Customer Loyalty; Strategies for reducing Customer Defections; and Customer Relationship Management (CRM)	8	20%

#### 4. Teaching Methods:

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

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

#### 5. Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

A	Assignments / Présentations/ Quizzes / Class Participation / etc.	Weightage 50% (Internal Assessment)
B	Mid-Semester Examination	Weightage 30% (Internal Assessment)
C	End-Semester Examination	Weightage 70% (External Assessment)

#### 6. Text Books:

Sr. No.	Authors	Title of the Book	Publisher	Edition and Year of Publication
T1	Lovelock Christopher, Wirtz Jochen and Chatterjee Jayanta	Services Marketing: People, Technology, Strategy	Pearson Prentice Hall	Sixth Edition, 2010
T2	Zeithaml V. A., Bitner M.J., Gremler D.D., and Pandit A.	Services Marketing: Integrating Customer Focus Across the Firm	Tata McGraw Hill	Fourth Edition, 2008
T3	Nargundkar Rajendra	Services Marketing: Text and Cases	McGraw Hill	Third Edition, 2010

## 7. Reference Books:

Sr. No.	Authors	Name of the Books	Publisher	Edition and Year of Publication
R1	R. Srinivasan	Services Marketing	PHI	Second Edition, 2009
R2	Fitzsimmons J.A. and Fitzsimmons M.J.	Service Management: Operations, Strategy, Information Technology	Tata McGraw-Hill	Fifth Edition, 2006
R3	Clow K. E. And Kurtz D.L.	Services Marketing: Operations, Management, and Strategy	Biztantra	Second Edition, 2003
R4	Gronroos Christian	Service Management and Marketing: Customer management in Service Competition	Wiley	Third Edition, 2007
R5	Jauhari Vinnie and Dutta Kirti	Services: Marketing, Operations, and Management	Oxford	First Edition, 2009
R6	Metters R.D., Metters K.H., Pullman M., and Walton S.	Successful Service Operations Management	Thomson	Second Edition, 2006
R7	Apte Govind	Services Marketing	Oxford	2009
R8	Godson Mark	Relationship Marketing	Oxford	2009
R9	Baran R.J., Galka R.J., Strunk D.P.	Customer Relationship Management	Cengage Learning	2008
R10	Chowdhary N. and Chowdhary M.	Textbook of Marketing of Services: The Indian Experience	MacMillan	2005

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

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

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

## 9. Session Plan:

### MM : Services and Relationship Marketing (SRM)

Session no.	Topic
1	What are Services? ; Why Study Services, Role of services in the economy
2	Services and Technology - technology in service encounter, emergence of self service, automation in services, Internet services
3	Distinctions between Services and Goods
4	Services Marketing Mix
5	Four Categories of Services – People-Processing, Mental-Stimulus Processing, Possession-Processing, and Information-Processing
6-7	Customer Decision Making – Pre-purchase Stage, Service-Encounter Stage and Post-Encounter Stage
8	Customer Expectations and Perceptions of Services – Zone of Tolerance;
9-10	Product – Core and Supplementary Elements, Branding Service Products
11-12	Price – Role of Non-monetary Costs, Pricing Strategy Pricing and Revenue Management, Yield Management
13-14	Place – Service Distribution, Role of Customers in Service Delivery, Delivery through Intermediaries, Franchising, Electronic Channels, Self-Service Technologies
15-16	Promotion – Role of Marketing Communication, Marketing Communication Mix, Integrated Services Marketing Communication
17-18	People – Employees' Role in Service Delivery, Service Leadership and Culture,
19-20	Process – Service Blueprinting, Service Process Redesign
21-22	Physical Evidence - Servicescape, Service Environments
23-24	Understanding Capacity, Demand Patterns, Strategies for Matching Capacity and Demands
25-28	Services Quality: Gaps Model; Measuring and Improving Service Quality
29-32	Relationship Management: Defining Customer Relationships; The Basics; External Relationships; Supplier Relations; Internal Relationships
33-34	Customer Retention
35-36	Customer Loyalty
37-38	Strategies for reducing Customer Defections
39-40	Customer Relationship Management (CRM)

**MBA - II SEMESTER - IV**  
**FM - Corporate Restructuring (CR)**

**1. Course Objective:**

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

**2. Course Duration:**

The course will have sessions which are divided into five modules. Each module consists of eight sessions of 75 minutes each and carries a weightage of 30%.

**3. Course Content:**

<b>Module No.</b>	<b>Modules/Sub-Modules</b>	<b>Sessions</b>	<b>Marks Weightage</b>
<b>I</b>	<b>Introduction to Corporate Restructuring</b> Fundamental concept of corporate restructuring, different forms, motives & applications of corporate restructuring, Mergers & acquisitions concept, process.	8	20%
<b>II</b>	<b>Accounting, Taxation &amp; legal aspects of M&amp;A</b> Accounting for Mergers & Demergers, Company Law & Competition Act for M&A, SEBI's rules & regulations for M&A, Share Buyback guidelines, Tax implications. Calculations of exchange ratio.	8	20%
<b>III</b>	<b>Valuation Aspects of M&amp;A</b> Fundamental and methods of valuation, Calculations of financial synergy and return, Different approaches of valuation – Comparable company & transaction analysis method, DCF, Real Option method, Formula approach for valuation and other important methods of valuation	8	20%
<b>IV</b>	<b>Dimensions of Corporate Restructuring</b> Corporate Restructuring & Divestiture, Financial Restructuring, Alliances & Joint Ventures, Employee Stock Ownership, Going Private & Leveraged Buyouts	8	20%
<b>V</b>	<b>Other Issues in Corporate Restructuring</b> Due diligence for M&A, Cross-Border Mergers & Acquisitions, Funding Options for M&A, Various Case Studies in Mergers & Acquisitions.	8	20%



#### 4. Teaching Methods:

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

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

#### 5. Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

1.	Assignments / Presentations/ Quizzes / Class Participation etc.	50% Marks (Internal Assessment)
2.	Mid – Semester Examination	30% Marks (Internal Assessment)
3.	End - Semester Examination	70% Marks (External Assessment)

#### 6. Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
T1	P. Rajesh Kumar	Mergers & Acquisitions	Tata McGraw-Hill	Latest Edition
T2	Prasad Godbole	Mergers, Acquisitions and Corporate Restructuring	Vikas Publication	Latest Edition
T3	Sudi Sudarsanam	Value Creation From Mergers And Acquisitions	Pearson Education	Latest Edition

#### 7. Reference Books:

Sr. No	Author/s	Name of the Book	Publisher
R1	James J. Fred Weston, Mark L. Mitchell, J. Harold Mulherin	Takeovers, Restructuring, and Corporate Governance	Pearson Education
R2	Patrick Gaughan	Mergers, Acquisitions & Corporate restructuring (4 <sup>th</sup> Edition)	Wily Publication
R3	Arzak	Value Creation From <a href="#">Mergers And Acquisitions</a>	Wiley India (P) Ltd.
R4	Chandrashekar Krishna Murthy & Vishwanath. S.R	Merger Acquisitions & Corporate Restructuring	Sage Publication
R5	Machiraju	Mergers And Acquisitions	New Age Publishers
R6	Ramanujam et al	Megers	TMH, 2003
R7	John C. Michelson	Restructuring for Growth	TMH
R8	Bhagvandas	Corporate restructuring	Himalaya

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

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

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

## 9. Session Plan:

### FM - Corporate Restructuring (CR)

Sessions	Topic
1-8	Fundamental concept of corporate restructuring, different forms, motives & applications of corporate restructuring, Mergers & acquisitions concept, process.
9-16	Accounting for Mergers & Demergers, Company Law & Competition Act for M&A, SEBI's rules & regulations for M&A, Share Buyback guidelines, Tax implications. Calculations of exchange ratio.
17-24	Fundamental and methods of valuation, Calculations of financial synergy and return, Different approaches of valuation – Comparable company & transaction analysis method, DCF, Real Option method, Formula approach for valuation and other important methods of valuation.
25-32	Corporate Restructuring & Divestiture, Financial Restructuring, Alliances & Joint Ventures, Employee Stock Ownership, Going Private & Leveraged Buyouts.
33-40	Due diligence for M&A, Cross-Border Mergers & Acquisitions, Funding Options for M&A, Various Case Studies in Mergers & Acquisitions.

**MBA - II SEMESTER - IV**  
**FM - International Finance (IF)**

**1. Course Objective:**

To acquaint the students with fundamental concepts of International Finance and Exchange Rate Systems and also the tools, techniques and strategies to make International finance-related decisions. To provide better understanding about letter of credit and its mechanisms.

**2. Course Duration:**

The course will have sessions which are divided into five modules. Each module consists of eight sessions of 75 minutes each and carries a weightage of 30%.

**3. Course Content:**

<b>Module No.</b>	<b>Modules/Sub-Modules</b>	<b>Sessions</b>	<b>Marks Weightage</b>
I	<b>International Finance – Overview</b> Globalization and the Multinational Firm International Monetary System, Balance of Payments, The Market for Foreign Exchange, International Parity Relationship and Forecasting, Foreign Exchange Rate	8	20%
II	<b>Forward Exchange Arithmetic</b> Exchange Arithmetic, Forward Exchange contracts, Forward Exchange Rates based on cross rates, Inter bank deals, Execution of forward contract, Cancellation/Extension of forward contract	8	20%
III	<b>International Financial Markets &amp; Cash Mgt.</b> International Banking and Money Market, International Bond Market, LIBOR, International Equity Markets, ADR, GDR, EURO, Multinational Cash Management	8	20%
IV	<b>International Portfolio Management with Exposure Management</b> International Portfolio Investments, Foreign Direct Investment and Cross-Border Acquisitions, Management of Economic Exposure, Management of Transaction Exposure, Management of Translation Exposure	8	20%
V	<b>Foreign Trade Contracts &amp; Procedures</b> International Commercial Terms- Incoterms Letters of Credit - Meaning and Mechanism Types of Letters of Credit, Operation of a Letters of Credit, Export-Import Bank of India, Export Credit Insurance	8	20%

#### 4. Teaching Methods:

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

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

#### 5. Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

1.	Assignments / Presentations/ Quizzes / Class Participation etc.	50% Marks (Internal Assessment)
2.	Mid – Semester Examination	30% Marks (Internal Assessment)
3.	End - Semester Examination (Theory: Min. 60% & Practical: Min. 40%)	70% Marks (External Assessment)

#### 6. Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
T1	V.V.Sharan	International Financial Management	PHI EEE	Latest Edition
T2	Eun & Resnick	International Financial Management	Tata McGraw Hill	Latest Edition
T3	Alan Shapiro	Multinational Financial Management	John Wiley Publication	Latest Edition

#### 7. Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
R1	C. Jeevanandan	Foreign Exchange & Risk Management	Sultan Chand	Latest Edition
R2	Siddieh	International Financial Management	PHI	Latest Edition
R3	P. G. Apte	International Financial Management	PHI	Latest Edition
R4	O.P. Agrawal	International Financial Management	Himalaya	Latest Edition
R5	E. Clark	International Financial Management	Cengage	Latest Edition
R6	Madhu Vij	International Financial Management	Excel Books	Latest Edition
R7	J. Madura	International Financial Management	South Western Publication	Latest Edition

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

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

1. Journal of Finance
2. Monetary Economics – ICFAI Journal
3. Money & Finance (ICRA Bulletin)
4. Public Finance
5. Treasury Management – ICFAI Magazine
6. Business Standard
7. The Economic Times
8. Financial Express
9. CFA Reader
10. Business Today
11. Business India
12. Business World
13. Finance India

## 9. Session Plan:

### FM - International Finance (IF)

Sessions	Topic
1	Globalization and the Multinational Firm (Theory) (T1)
2	International Monetary System (Theory) (T1)
3	Balance of Payments (Theory) (T1)
4-5	The Market for Foreign Exchange (Theory) (T1)
6-8	International Parity Relationship and Forecasting Foreign Exchange Rate (Theory and Practical) (T1)
9-11	Exchange Arithmetic Forward Exchange contracts Forward Exchange Rates based on cross rates (Practical) (T2)
12-13	Inter bank deals (Practical) (T2)
14-16	Execution of forward contract Cancellation/Extension of forward contract (Practical) (T2)
17-18	International Banking and Money Market (Theory) (T1)
19-20	International Bond Market (Theory) (T1)
21-22	International Equity Markets (Theory) (T1)
23-24	Multinational Cash Management (Theory) (T1)
25-26	International Portfolio Investments (Theory and Practical) (T1)
27	Foreign Direct Investment and Cross-Border Acquisitions (Theory) (T1)
28-29	Management of Economic Exposure (Theory and Practical) (T1)
30-31	Management of Transaction Exposure (Theory and Practical) (T1)
32	Management of Translation Exposure (Theory and Practical) (T1)
33	International Commercial Terms - Incoterms (Theory) (T2)
34-35	Letters of Credit-Meaning and Mechanism (Theory) (T2)
36-37	Types of Letters of Credit (Theory) (T2)
38	Operation of a Letters of Credit (Theory) (T2)
39	Export-Import Bank of India (Theory) (T2)
40	Export Credit Insurance (Theory) (T2)

**MBA - II SEMESTER - IV**  
**FM - Risk Management (RM)**

**1. Course Objective:**

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

**2. Course Duration:**

The course will have sessions which are divided into five modules. Each module consists of eight sessions of 75 minutes each and carries a weightage of 30%.

**3. Course Content:**

<b>Module No.</b>	<b>Modules/Sub-Modules</b>	<b>Sessions</b>	<b>Marks Weightage</b>
I	<b>Introduction to Cash &amp; Derivative Market- An Overview</b> Basic Market Concepts & Mechanics of Cash Market, Various Indexes of the world & its computation, Meaning & types of Derivative Instruments, Forward, future, Option & swaps, Spot v/s Future Market, Growth of Derivative Markets in India-History & Background, ETM & OTC Markets, Types of Traders-Hedger, Arbitrageur & Speculation, Standardization of Derivative Contracts & other basic concepts. Regulatory Framework.	8	20%
II	<b>Forward &amp; Future Markets</b> Introduction, Mechanics of Forward & Future Market, Stock Futures & Stock Index Futures in India, Pricing of Forward & Future Markets-how to read quotes, Margins, Open interest positions etc. Cost of Carry Models & Basis-Cash Price v/s Future price, Trading Strategies-Index Arbitrage, hedging using futures, options and combination of both, Speculation, spreads etc & other advanced trading strategies.	8	20%
III	<b>Option Markets</b> Types of option markets, ITM, ATM & OTM, Intrinsic Value & Time Value, Factors affecting option pricing, European & American, Arbitrage restriction on option prices, Put-call parity relationship, Put call ratio & Open Interest in relation to the price and volume, liquidating options, Option Trading Strategies-Arbitrage, hedging & Speculation, Option Pricing Models-Black schools & Binomial Model, Option Calculator, VAR & Greek Letters.	8	20%
IV	<b>Innovations in Indian Derivative Market</b> Introduction to Commodity and Currency Derivatives v/s OTC Derivatives-Foreign currency market & currency contracts in India, Purchasing power parity & covered interest Arbitrage, Currency Futures-Arbitrage, hedging & Speculation.	8	20%

V	<b>Innovations in Indian Derivative Market</b> Introduction to Interest rate Derivatives in India, Bond Futures, T-bill market in India, Exchange traded interest rate future, yield curve, term structure of interest rates, etc., Currency & Interest rate Swaps.	8	20%
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#### 4. Teaching Methods:

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

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

#### 5. Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

1.	Assignments / Presentations/ Quizzes / Class Participation etc.	50% Marks (Internal Assessment)
2.	Mid – Semester Examination	30% Marks (Internal Assessment)
3.	End - Semester Examination	70% Marks (External Assessment)

#### 6. Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
T1	Vohra & Bagri	Futures and Options	Tata McGraw hill	Latest Edition
T2	Rajiv Srivastava	Derivatives & Risk Management	Oxford Univesity	Latest Edition
T3	John C. Hull	Futures and Option Markets	Pearson Education	Latest Edition

#### 7. Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
R1	Varma	Derivatives & Risk Management	Tata McGraw hill	Latest Edition
R2	Vivek & P.N. Asthana	Financial Risk Management	Himalaya	Latest Edition
R3	Rene M. Stulz	Risk Management & Derivative	Cengage	Latest Edition
R4	David A. Dubofsky and Thomas W. Miler	Derivatives Valuation and Risk Management	Oxford University Press	Latest Edition
R5	Patwari & Bhargava	Options and Futures : An Indian Perspective	Jaico Publishing House	Latest Edition

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

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

1. Business Standard
2. The Economic Times
3. Financial Express
4. NSE & BSE Websites
5. ICFAI journal of Derivative Market
6. Business Today
7. Business India
8. Business World
9. Finance India
10. Treasury Management
11. Financial Risk Management



## 9. Session Plan:

### FM - Risk Management (RM)

Sessions	Topic
1	Basic Market Concepts & Mechanics of Cash Market, Various Indexes of the world & its computation
2	Meaning & types of Derivative Instruments
3-4	Forward, future, Option & swaps, Spot v/s Future Market
5	Growth of Derivative Markets in India-History & Background, ETM & OTC Markets
6	Types of Traders-Hedger, Arbitrageur & Speculation
7-8	Standardization of Derivative Contracts & other basic concepts, Regulatory Framework
9-10	Introduction, Mechanics of Forward & Future Market, Stock Futures & Stock Index Futures in India
11-12	Pricing of Forward & Future Markets-how to read quotes, Margins, Open interest positions etc.
13	Cost of Carry Models & Basis-Cash Price v/s Future price
14-15	Trading Strategies-Index Arbitrage, hedging using futures, options and combination of both
16	Speculation, spreads etc & other advanced trading strategies.
17	Types of option markets, ITM, ATM & OTM, Intrinsic Value & Time Value
18	Factors affecting option pricing, European & American, Arbitrage restriction on option prices
19	Put-call parity relationship, Put call ratio & Open Interest in relation to the price and volume, liquidating options
20-21	Option Trading Strategies-Arbitrage, hedging & Speculation
22-23	Option Pricing Models-Black schools & Binomial Model
24	Option Calculator, VAR & Greek Letters
25-27	Introduction to Commodity and Currency Derivatives v/s OTC Derivatives-Foreign currency market & currency contracts in India
28-29	Purchasing power parity & covered interest Arbitrage
30-32	Currency Futures-Arbitrage, hedging & Speculation
33-35	Introduction to Interest rate Derivatives in India, Bond Futures, T-bill market in India
36-38	Exchange traded interest rate future, yield curve, term structure of interest rates, etc.
39-40	Currency & Interest rate Swaps

**MBA - II Semester - IV**  
**HR- Human Resource Development (HRD)**

**1. Course Objectives:**

HRD is inevitable to maintain workforce competitive in the everchanging business environment. HRD therefore not only adds value to the human resource of an organisation but also compensate for the changing environmental requirements. Therefore this course is designed to help students to understand various concepts of HRD, to help students to develop understanding of HRD systems and processes, to help students to develop HRD facilitators skills; to develop and design HRD programmes, to implement and control them in various organizational setups in various sectors.

**2. Course Duration:**

The course duration is of 40 sessions of 75 minutes each.

**3. Course Contents:**

<b>Module No.</b>	<b>Modules/Sub-Modules</b>	<b>Sessions</b>	<b>Marks Weightage</b>
<b>I</b>	Introduction, Definitions of HRD, Evolution of HRD, HRD and HRM, HRD Functions, Role of HRD Professional, Challenges to organizations and HRD Professionals, Framework for HRD Process	8	20%
<b>II</b>	Definitions, Purpose of Needs, Levels of Need analysis, Strategic/Organizational Analysis, Task analysis, Person analysis, Prioritizing HRD Needs, Competency Mapping and Career Management	8	20%
<b>III</b>	Designing Effective HRD programs, Defining the objectives of the HRD interventions, Selecting the Trainer, Preparing a lesson Plan, Selecting training methods, Preparing training materials, Scheduling HRD Programs	8	20%
<b>IV</b>	Implementing and Evaluating HRD Programs: Training Delivery methods, On-Job Training methods, Class-room Training approaches, Implementing the Training Programs, Purpose of HRD Evaluation, Models and frameworks of evaluation, Accessing impact of HRD Programs, Ethical issues concerning Evaluation	8	20%
<b>V</b>	Management Development and skills and technical training: Management education, training and experiences, basic workplace competencies, technical training, interpersonal skills, professional developments and education, coaching and performance management.	8	20%

**4. Teaching Methods:**

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

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

## 5. Evaluation:

The evaluation of participants will be on continuous basis comprising of the following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weightage 50% (Internal Assessment)
B	Mid-Semester examination	Weightage 30 % (Internal Assessment)
C	End –Semester Examination	Weightage 70% (External Assessment)

## 6. Text books

Sr. No.	Author	Name of the book	Publisher	Edition & Year of Publication
T1	John Werner and Randy Desimone,	Human Resources Development	Cengage	Latest Edition, 2011 (Instructor Manual Available)
T2	Udai Pareekh & T.V.Rao	Designing and managing Human Resource Systems	Oxford	Latest Edition
T3	Noe	Human Resources Development	Tata McGraw-Hill	Latest Edition

## 7. Reference books

Sr. No.	Author	Name of the book	Publisher	Edition & Year of Publication
R1	Pareekh Udai & TV Rao	Understanding HRD System	Tata McGraw-Hill	Latest Edition
R3	Biswanath Ghosh	Human Resource Development & Management	Vikas	Latest Edition
R4	Mankin	Human Resource Development	Oxford	Latest Edition
R5	Rothwell	Beyond training and development	Jaico	Latest Edition
R6	P. L. Rao	Training and Development	Excel	Latest Edition
R7	Blanchard, Thacker	Effective Training	Pearson	Latest Edition
R8	Richard A Swanson PhD and Elwood F. Holton	Foundations of Human Resource Development	Berrett-Koehler	Latest Edition
R9	Les Donaldson, Edward Scannell, and Edward S. Scannell	Human Resource Development: The New Trainer's Guide	Perseus	Latest Edition
R10	Juani Swart, Clare Mann, Steve Brown, and Alan Price	Human Resource Development: Strategy and tactics	Elsevier	Latest Edition
R11	Michael J. Marquardt and Dean W. Engel	Global Human Resource Development	Prentice Hall	Latest Edition
R12	Jeanne Palmer and Martha I. Finney	The Human Resource Professional's Career Guide: Building a Position of Strength	Pfeiffer	Latest Edition

R13	V.D. Dudheja,	Human Resource Management and Development in the new millennium	Commonwealth	Latest Edition
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### 8. Lists of Journals/ Periodicals/ Magazines/ Newspapers:

Journal of Human Resource Development. Management Review- IIM Bangalore, Vikalpa- IIM Ahmedabad, Human Capital

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

### 9. Session plan

#### HR - Human Resource Development (HRD)

Session no.	Topics
1-4	Introduction, Definitions of HRD, Evolution of HRD, HRD and HRM, HRD Functions, Role of HRD Professional
5-6	Challenges to organizations and HRD Professionals, Framework for HRD process
7-9	Definitions, Purpose of Needs, Levels of Need analysis, Strategic/Organizational Analysis, Task analysis, Person analysis
10-13	Prioritizing HRD Needs, Competency Mapping, Career management
14-16	Defining effective HRD programs, defining the objectives of the HRD interventions, Selecting the Trainer, Preparing a lesson Plan
17-20	Selecting training methods, Preparing training materials, Scheduling HRD Programs
21-22	Training Delivery methods, On-Job Training methods
23-24	Class-room Training approaches, Implementing the Training Programs
25-27	Purpose of HRD Evaluation, Models and frameworks of evaluation
28-29	Assessing impact of HRD Programs
30-31	Ethical issues concerning Evaluation
32-33	Management education, training and experiences
34-35	Basic workplace competencies, technical training and interpersonal skills
36-38	Professional developments and education, coaching and performance management
39-40	Case Studies and Practical Approach

**MBA - II Semester - IV**  
**HR - International Human Resource Management (IHRM)**

**1. Course Objectives:**

This course presents detailed coverage of the issues related to International Human Resource Management. This course is designed for the students who would be specialising in Human Resource Management. This course will help the students understand the dynamics of human resource management in the global context and manage human resource effectively.

**2. Course Duration:**

The course duration is of 40 sessions of 75 minutes each.

**3. Course Contents:**

<b>Module No.</b>	<b>Modules/Sub-Modules</b>	<b>Sessions</b>	<b>Marks Weightage</b>
<b>I</b>	Defining international HRM, Difference between domestic and International HRM, The enduring context of IHRM, The path to global status, Control Mechanisms, Mode of operation, Approaches to staffing, Transferring staff for International business activities, The role of an expatriates, The role of non-expatriates, The role of the corporate HR functions	8	20%
<b>II</b>	Recruiting and selecting staff for International assignments- Introduction, Issues in staff selection, factors moderating performance, selection criteria, Dual career couples, Training and Development: The role of expatriate training, components of effective pre-departure training, developing staff through international assignments Compensation: Objectives of International compensation, Key components of an international compensation program, Approaches to International compensation, Patterns in complexity Re-entry and Career issues: Introduction, The repatriation process, Individual reactions to re-entry, Multinational responses, designing a repatriation program	8	20%
<b>III</b>	Global issues in HRM: HRM in the host country context, Introduction, Standardization and adaptation of work practices, Retaining, developing and retrenching staff, HR implications of language standardization, monitoring the HR practices of host country sub contactors	8	20%
<b>IV</b>	Industrial Relations: Introduction, Key issues in International Industrial relations, The response of trade unions to multinationals, Regional integration: the European Union(EU), The issues of social dumping, The impact of the digital economy Performance Management: Introduction, Multinational performance management, performance management of International employees, performance appraisal of International employees, Performance of HCN employees	8	20%

<b>V</b>	Cases and Discussion Case 1: Conflicting expectations – Where pay and performance collide Case 2: Jaguar or bluebird? (A) Mark Chan's decision to stay overseas or return home after his expatriate assignment Case 3: Jaguar or bluebird? (B) Mark Chan returns home after his expatriate assignment Case 4: Andrew Robinson goes to Taiwan – The challenges of a short-term assignment	8	20%
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#### 4. Teaching Methods:

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

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

#### 5. Evaluation:

The evaluation of participants will be on continuous basis comprising the following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weightage 50% (Internal Assessment)
B	Mid-Semester examination	Weightage 30 % (Internal Assessment)
C	End –Semester Examination	Weightage 70% (External Assessment)

#### 6. Text books

Sr. No.	Author	Name of the book	Publisher	Edition & Year of Publication
T1	Peter Dowling and Denice Welch	International Human Resource Management	Cengage Learning	Latest Edition
T2	Tony Edwards	International Human Resource Management	Pearson Education	Latest Edition
T3	P. L. Rao	International Human Resource Management – Text and Cases	Excel Books	Latest Edition

#### 7. Reference books

Sr. No.	Author	Name of the book	Publisher	Edition & Year of Publication
R1	M.N Rudrabasavaraj	Global Human Growth Model	Himalaya	Latest Edition
R2	Terence Jackson	International Human Resource Management a Cross-Cultural approach	SAGE	Latest Edition
R4	Betty Jane Punnett	International Perspectives on Organizational Behavior and Human Resource Management	PHI	Latest Edition
R5	Monir Tayeb	International Human Resource Management	Oxford	Latest Edition
R6	P. Subba Rao	International Human Resource Management	Himalaya	Latest Edition
R7	Pritam Singh, Sabir	Organizing and Managing in	INSAGE	Latest Edition

	Verma	the Era of Globalization		
R8	Brewster, Chris & Sparrow, Paul	International Human Resource Management	University Press	2 <sup>nd</sup> Edition
R9	Paul Evans, Vladimir Pucik, Paul Evans, and Vladimir Pucik	The Global Challenge: Frameworks for International Human Resource Management	McGraw Hill	Latest Edition
R10	Randall S. Schuler, Dennis R. Briscoe, and Lisbeth Claus	International Human Resource Management (Global HRM)	T & F Books	Latest Edition

**8. Lists of Journals/ Periodicals/ Magazines/ Newspapers:**

Journal of International Human Resource Management.

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

## 9. Session plan

### HR - International Human Resource Management (IHRM)

Session No.	Topics
1-2	Defining international HRM, Difference between domestic and International HRM
3-4	The enduring context of IHRM, The path to global status, Control Mechanisms, Mode of operation,
5-8	Approaches to staffing, Transferring staff for International business activities, The role of an expatriates, The role of non-expatriates, The role of the corporate HR functions
9-10	Recruiting and selecting staff for International assignments- Introduction, Issues in staff selection, factors moderating performance, selection criteria, Dual career couples,
11-13	Training and Development: The role of expatriate training, components of effective pre-departure training, developing staff through international assignments
14-16	Compensation: Objectives of International compensation, Key components of an international compensation program, Approaches to International compensation, Patterns in complexity
17-19	Re-entry and Career issues: Introduction, The repatriation process, Individual reactions to re-entry, Multinational responses, designing a repatriation program
20-23	Global issues in HRM: HRM in the host country context, Introduction, Standardization and adaptation of work practices, Retaining, developing and retrenching staff,
24-26	HR implications of language standardization, monitoring the HR practices of host country sub contactors
27-29	Industrial Relations: Introduction, Key issues in International Industrial relations, The response of trade unions to multinationals, Regional integration: the European Union(EU)
30-34	The issues of social dumping, The impact of the digital economy Performance Management: Introduction, Multinational performance management, performance management of International employees, performance appraisal of International employees, Performance of HCN employees
35-40	Cases and Discussion Case 1: Conflicting expectations – Where pay and performance collide Case 2: Jaguar or bluebird? (A) Mark Chan's decision to stay overseas or return home after his expatriate assignment Case 3: Jaguar or bluebird? (B) Mark Chan returns home after his expatriate assignment Case 4: Andrew Robinson goes to Taiwan – The challenges of a short-term assignment



**MBA – II Semester - IV**  
**SHRM - Strategic Human Resources Management**

**1. Course Objectives:**

This course presents a thorough and systematic coverage of issues related to strategic human resource management, This course is basically for the students who are specializing in the field of Human resource management. This course will help the students to think strategically and integrate the activities of HR with the organizations goals.

**2. Course Duration:**

The course duration is of 40 sessions of 75 minutes each.

**3. Course Contents:**

<b>Module No.</b>	<b>Modules/Sub-Modules</b>	<b>Sessions</b>	<b>Marks Weightage</b>
<b>I</b>	Business environment and importance of strategic planning for business success, Business strategy- An introduction to market driven strategy, Resource driven strategy	8	20%
<b>II</b>	The Human resource environment of business, human resource system- its macro and micro dimensions, strategic management of HR, Strategic HR planning	8	20%
<b>III</b>	Strategic approach to manpower acquisition – recruitment and selection, Strategic development of human resources	8	20%
<b>IV</b>	Strategic approach to management structure, job design and work system, strategic management of performance, strategic approach to compensation and benefits.	8	20%
<b>V</b>	Strategic approach to Industrial relations, outsourcing and its HR implications, Mergers and acquisitions and HRM	8	20%

**4. Teaching Methods:**

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

- A.** Lectures and Discussions
- B.** Assignments and Presentations
- C.** Case Analysis

**5. Evaluation:**

<b>A</b>	Projects/ Assignments/ Quizzes/ Class participation etc	Weightage 50% (Internal Assessment)
<b>B</b>	Mid-Semester examination	Weightage 30 % (Internal Assessment)
<b>C</b>	End –Semester Examination	Weightage 70% (External Assessment)

## 6. Text books:

Sr. No	Author	Name of the book	Publisher	Edition & Year of Publication
T1	Das, Pulak	Strategic Human Resource management	Cengage Learning	2010-11 Latest Edition
T2	Charles R. Greer	Strategic Human resource management	Pearson	Latest Edition
T3	Jaffrey A Mello	Strategic HRM	Cengage	Latest Edition (Instructor Manual Available)

## 7. Reference books:

Sr. No	Author	Name of the book	Publisher	Edition & Year of Publication
R1	Tanuja Agarwala	Strategic HRM	Oxford	Latest Edition
R2	James Baron and David Kreps	Strategic Human resources	Wiley	Latest Edition
R3	Schuler and Jackson	Strategic Human resource management	Wiley	Latest Edition
R4	James N. Baron and David M. Kreps	Strategic Human Resources: Frameworks for General managers	Wiley	Latest Edition
R5	Susan E. Jackson, Angelo DeNisi, and Michael A. Hitt	Managing Knowledge for Sustained Competitive Advantage: Designing Strategies for Effective Human Resource Management	Jossey – Bass	Latest Edition
R6	Charles J. Fombrun, Noel M. Tichy, and Mary Anne Devanna	Strategic Human Resource Management	Wiley	Latest Edition
R7	Graeme Salaman, John Storey, Jon Billsberry	Strategic Human Resource Management, Theory and Practice	Sage	Latest Edition
R8	Michael Armstrong	Strategic Human Resources Management A Guide to Action	Kogan Page	Latest Edition
R9	Christopher Mabey, Graeme Salaman and John Storey	Strategic Human Resource Management	Sage	Latest Edition
R10	Christopher Mabey, Graeme Salaman, John Storey	Human resource management: a strategic introduction	Blackwell Business	Latest Edition
R11	Chris Hendry	Human resource management: a strategic approach to employment	Butterworth-Heinemann	Latest Edition
R12	Brian E. Becker, Mark A. Huselid, David Ulrich	The HR scorecard: linking people, strategy, and performance	Harvard Business	Latest Edition

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

International Journal of strategic human management

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

## 9. Sessions plan

### SHRM - Strategic Human Resources Management

No. of sessions	Topics
1-2	Business environment and importance of strategic planning for business success,
3-6	Business strategy- An introduction to market driven strategy, Resource driven strategy
7-8	The Human resource environment of business,
9-12	Human resource system- its macro and micro dimensions,
13-14	Strategic management of HR, Strategic HR planning
15-21	Strategic approach to manpower acquisition – recruitment and selection,
22-24	Strategic development of human resources
25-28	Strategic approach to management structure, job design and work system
29-30	Strategic management of performance,
31-32	Strategic approach to compensation and benefits.
33-34	Strategic approach to Industrial relations,
35-36	outsourcing and its HR implications,
37-39	Mergers and acquisitions and HRM
40	Review and Conclusion

**MBA - II Semester - IV**  
**IS - Business Process Reengineering (BPR)**

**1. Course Objective:**

The objective of the course is to

- Understand the role of Business Process Reengineering technique in an organization,
- Develop an insight as to how BPR tool/techniques are used strategically for the betterment of organization and
- To understand how it helps in customer focus, innovation, quality management, speeding up the processes and improvement in productivity in an organization.

**2. Course Duration:**

The course will have sessions which are divided into five modules. Each module consists of eight sessions of 75 minutes each and carries a weightage of 14 marks.

**3. Course content:**

<b>Module No.</b>	<b>Modules/Sub-Modules</b>	<b>Sessions</b>	<b>Marks Weightage</b>
<b>I</b>	Introduction to BPR – Concept, Need for Reengineering, Benefits, guiding principles, BPR and performance Improvement, Pitfalls in BPR, Myths of BPR.	8	20%
<b>II</b>	BPR and other management concepts: TQM, Quality function deployment, ISO standards, ERP.	8	20%
<b>III</b>	BPR implementation methodology, Success factors of BPR, Barriers to BPR	8	20%
<b>IV</b>	BPR in Manufacturing industry BPR and IT, BPR and relevant technologies, BPR and ERP	8	20%
<b>V</b>	Change management in BPR – introduction, Nature, process of change, Management of Change in BPR. Strategic aspects of BPR	8	20%

**4. Teaching Methods:**

The course will use the following pedagogical tools:

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

**5. Evaluation:**

The evaluation of participants will be on continuous basis comprising of the following elements:

<b>A</b>	Projects/ Assignments/ Quizzes/ Class participation etc	Weightage 50%
<b>B</b>	Mid-Semester examination	Weightage 30 % (Mid Assessment- 30 Marks)
<b>C</b>	End –Semester Examination	Weightage 70% (External Assessment-70 Marks)

## 6. Basic Textbooks (Latest Edition):

Sr. No.	Author	Name of the book	Publisher	Edition & Year of Publication
T1	R. Radhakrishnan S. Balasubramanian	Business Process Reengineering	PHI	Latest Edition
T2	B.R. Dey	Business Process Reengineering And change management	Wiley	Latest Edition
T3	Sethi and King	Organizational transformation through BPR	Pearson	Latest Edition

## 7. Reference Books:

Sr. No.	Author	Name of the book	Publisher	Edition & Year of Publication
R1	Henry J. Johansson	Business process reengineering: breakpoint strategies for market dominance	Wiley	Latest Edition
R2	Varun Grover, William J. Kettinger	Business process change: Re-Engineering concepts, methods And techniques	Idea Group Inc	Latest Edition
R3	Mehdi Khosrowpour	Cases on IT and BPR	Idea	Latest Edition
R4	Johan Nelis, John Jeston	Business Process Management, Second Edition: Practical Guidelines to Successful Implementations	Oxford	Latest Edition
R5	Paul Harmon	Business Process Change	Morgan Kaufmann	Latest Edition
R6	Mike Robson and Philip Ullah	A Practical Guide to Business Process Re-Engineering	Gower	Latest Edition
R7	Hui Liang	Information Technology and Business Process Reengineering	Praeger	Latest Edition
R8	Patrick McHugh, Giorgio Merli, and William A. Wheeler	Beyond Business Process Reengineering	Wiley	Latest Edition
R9	Joe Peppard and Philip Rowland	Essence of Business Process Re-Engineering,	Prentice Hall	Latest Edition
R10	Clarence G. Feldmann	The Practical Guide to Business Process Reengineering Using Idefo	PH	Latest Edition

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

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

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

## 9. Session Plan:

### IS - Business Process Reengineering (BPR)

Session No.	Topic
1-2	Introduction- Concept, Need for Reengineering, Benefits, guiding principles
3-5	BPR and performance Improvement, Pitfalls in BPR, Myths of BPR.
6-8	BPR and other management concepts: TQM, Quality function deployment, ISO standards, ERP.
9-10	BPR and other management concepts: TQM, Quality function deployment, ISO standards, ERP.
11-12	BPR and other management concepts: TQM, Quality function deployment, ISO standards, ERP.
13-14	BPR implementation methodology
15-16	Success factors of BPR, Barriers to BPR
17-19	BPR in manufacturing industry
20-22	BPR and IT
23-24	BPR and relevant technologies
25-26	BPR and ERP
27-30	Change management in BPR – introduction, Nature, process of change
31-32	Management of Change in BPR. Strategic aspects of BPR
33-34	Strategic aspects of BPR,
35-36	Strategic aspects of BPR
37-40	Revision

**MBA - II Semester - IV**  
**IS - Information System Audit and Control (ISA & C)**

**1. Course Objective:**

The objective of the course is to understand whether computer systems safeguard assets, maintain data integrity, and allow the goals of an organisation to be achieved efficiently and effectively.

**2. Course Duration:**

The course will have sessions which are divided into five modules. Each module consists of eight sessions of 75 minutes each and carries a weightage of 14 marks.

**3. Course content:**

<b>Module No.</b>	<b>Modules/Sub-Modules</b>	<b>Sessions</b>	<b>Marks Weightage</b>
<b>I</b>	<b>Introduction:</b> Information systems and auditing, Conducting an information system audit	8	20%
<b>II</b>	<b>The Management Control Framework</b> Top Management Controls, Systems Development Management controls, Programming Management Controls, Data Resource Management Controls, Security Management Controls, Operations Management Controls, Quality Assurance Management Controls	8	20%
<b>III</b>	<b>The Application Control Framework</b> Boundary Controls, Input Controls, Communication Controls, Processing Controls, Database Controls, Output Controls	8	20%
<b>IV</b>	<b>Evidence Collection and Evaluation</b> - Audit Software - Code Review, Test Data, and Code Comparison - Concurrent Auditing Techniques - Interviews, Questionnaires, and Control Flowcharts - Performance Measurement Tools - Evaluating Asset Safeguarding and Data Integrity - Evaluating System Efficiency and Effectiveness	8	20%
<b>V</b>	<b>Information System Audit and Management</b> Managing the Information systems audit function	8	20%

**4. Teaching Methods:**

The course will use the following pedagogical tools:

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

## 5. Evaluation:

The evaluation of participants will be on continuous basis comprising the following elements:

<b>A</b>	Projects/ Assignments/ Quizzes/ Class participation, etc.	Weightage 50% (Internal Assessment- 50 Marks)
<b>B</b>	Mid-Semester examination	Weightage 30 % (Mid Internal Assessment-30 Marks)
<b>C</b>	End –Semester Examination	Weightage 70% (External Assessment-70 Marks)

## 6. Text books (Latest Edition):

<b>Sr. No.</b>	<b>Authors</b>	<b>Name of the Books</b>	<b>Publisher</b>	<b>Edition &amp; Year of Publication</b>
T1	Ron Weber	Information Systems Control and Audit	Pearson	Latest Edition

## 7. Reference Books:

<b>Sr. No.</b>	<b>Authors</b>	<b>Name of the Books</b>	<b>Publisher</b>	<b>Edition &amp; Year of Publication</b>
R1	Frederick Gallegos, Daniel P. Manson, Carol Gonzales, Sandra Senft	Information Technology Control and Audit	Auerbach Publications	Latest Edition
R2	Chris Davis	IT Auditing: Using Controls to Protect Information Assets	McGraw-Hill Osborne Media	Latest Edition
R3	Joe Kausek	The Management System Auditor's Handbook	Pearson	Latest Edition

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

Computer world, Byte Magazine, Dataquest, Digi-chip, PC World, Computer Express, Computer Shopper, etc.

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



## 9. Session Plan:

### IS - Information System Audit and Control (ISA & C)

Session no.	Topic
1-2	Introduction: Understand the role of information technology in an organization
3-5	Introduction: Understand the role of information technology in an organization
6-8	Introduction: Understand the role of information technology in an organization
9-10	The Management Control Framework: Top Management Controls, Systems Development Management controls
11-12	The Management Control Framework: Data Resource Management Controls, Security Management Controls
13-14	The Management Control Framework: Data Resource Management Controls, Security Management Controls
15-16	The Management Control Framework: Operations Management Controls, Quality Assurance Management Controls
17-19	The Application Control Framework: Boundary Controls, Input Controls
20-22	The Application Control Framework : Communication Controls
23-24	The Application Control Framework : Processing Controls, Database Controls, Output Controls
25-26	Evidence Collection - Audit Software - Code Review, Test Data, and Code Comparison
27-30	Evidence Collection - Concurrent Auditing Techniques - Interviews, Questionnaires, and Control Flowcharts - Performance Measurement Tools
31-32	Evidence Evaluation Evaluating Asset Safeguarding and Data Integrity
33-34	Evidence Evaluation Evaluating System Efficiency and Effectiveness
35-36	Information System Audit and Management Managing the Information systems audit function
37-39	Information System Audit and Management Managing the Information systems audit function
40	Revision

## MBA - II Semester – IV

### IS - Strategic Information Technology Management (SITM)

#### 1. Course Objective:

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

#### 2. Course Duration:

The course will have sessions which are divided into five modules. Each module consists of eight sessions of 75 minutes each and carries a weightage of 14 marks.

#### 3. Course content:

Module No.	Modules/Sub-Modules	Sessions	Marks Weightage
I	Organizational Transformation with IT- Assessing the Value of Investing in IT: The Productivity Paradox, Implementing IT, Structuring and Managing The IT Function, Management Control of Information Technology, The Legacy Environment.	8	20%
II	Components of System- Computer system, The Database, Powerful Networks.	8	20%
III	E-business and E-commerce, Enterprise Systems i.e.: CRM, SCM, ERP, SRM, ES for SME's and MSME's	8	20%
IV	Decision support system and Intelligent Systems	8	20%
V	Knowledge Management: Benefiting from Core Competencies, Ethical Issues	8	20%

#### 4. Teaching Methods:

The course will use the following pedagogical tools:

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

#### 5. Evaluation:

The evaluation of participants will be on a continuous basis comprising the following elements:

<b>A</b>	Projects/ Assignments/ Quizzes/ Class participation etc	Weightage 50% (Internal Assessment- 50 Marks)
<b>B</b>	Mid-Semester examination	Weightage 30 % (Mid Internal Assessment-30 Marks)
<b>C</b>	End –Semester Examination	Weightage 70% (External Assessment-70 Marks)

## 6. Textbooks :

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

## 7. Reference Books:

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

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

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

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

## 9. Session Plan:

### IS - Strategic Information Technology Management (SITM)

<b>Session no.</b>	<b>Topic</b>
<b>1-2</b>	Introduction- Organizational Transformation with IT
<b>3-5</b>	Information Systems in the Enterprise
<b>6-8</b>	Assessing the Value of Investing in IT: The Productivity Paradox
<b>9-10</b>	Implementing IT
<b>11-12</b>	Structuring and Managing The IT Function
<b>13-14</b>	Management Control of Information Technology
<b>15-16</b>	The Legacy Environment
<b>17-19</b>	Components of System- Computer system, The Database, Powerful Networks
<b>20-22</b>	Components of System- Computer system, The Database, Powerful Networks
<b>23-24</b>	E-commerce and E-business
<b>25-26</b>	Enterprise Systems (i.e.: CRM, SCM, ERP, SRM, ES for SME's and MSME's)
<b>27-30</b>	Decision and Intelligent Systems
<b>31-32</b>	Decision and Intelligent Systems
<b>33-34</b>	Knowledge Management: Benefiting from Core Competencies
<b>35-36</b>	Knowledge Management: Benefiting from Core Competencies
<b>37-39</b>	Ethical Issues
<b>40</b>	Revision

**MBA - II SEMESTER - IV**  
**SRM : Retailing-II**

**1. Course Objectives:**

The objective of this paper is to expose the learners to some of the very important and advanced topics in modern retailing globally and in India. The range of topics included in this paper offers students an opportunity to go a little deeper into the subject and later on integrate the learning of this sectoral area with the help of case discussion and analysis. The specific objectives of this course are:

1. To expose the learners to some of the advanced topics in modern retailing
2. To help the learners assimilate and integrate the concepts learnt in “Retailing-I” and “Retailing-II” and thus develop a holistic perspective toward the subject and the sector
3. To synthesize the learning from the concepts, theories and models with real-life practice using cases on retailing.

**2. Course Duration:**

The course duration is of 40 sessions of 75 minutes each.

**3. Course Contents:**

<b>Module No.</b>	<b>Module / Sub-Modules</b>	<b>Sessions</b>	<b>Marks Weightage</b>
<b>I</b>	<p><b>Merchandise Management: Planning and Implementation</b> Concept of Merchandising, Decisions pertaining to Variety &amp; Assortment; Buying function in different organizational set up, The process and implications of Merchandise Planning, Category Management; The concept of National Brand, Local Brands, and Private Labels; Sourcing Strategies</p> <p><b>Retail Marketing and Communication</b> Retail Marketing Mix; Management of Sales Promotion and Publicity, The Retail Communication Mix; Establishing and Maintaining Retail Store Image, Building Store Loyalty; The Concept of IMC</p>	8	20%
<b>II</b>	<p><b>Developing Retail Image</b> <b>Strategies for Customer Service:</b> Importance of Service in Retail; Providing Basic Customer Services, Determining Customer Service Levels, Relationship Management, Developing Customer Loyalty,</p> <p><b>Store Layout:</b> Store Layout Management, Planning a Basic Store Design, Planning Interiors and Layouts, The Concept and Philosophy of Visual Communication and Visual Merchandising, Planning the Exteriors and Frontage; Technology issues: Shop Lifting, Pilferage. Issues with RFID and related technology</p>	8	20%
<b>III</b>	<p><b>Retail Franchising</b> Concept of Franchising; History of Franchising; Franchising Scene outside India; Types of Franchising; Advantages and Disadvantages of Franchising ; Retail Franchising as Growth Strategy</p>	8	20%

	<b>Franchise Planning and Development</b> Concept of Franchisability, Franchise Feasibility Study, Designing a Franchise System and Assessing a Potential Franchisee		
<b>IV</b>	<b>Management and Operation of Franchise</b> <b>Managing Finance:</b> Estimating cost of entry and operation, Sources of finance, Measuring Financial Performance of a Franchise <b>Legal Aspects of Franchising:</b> Overview of Franchise laws across the globe, Need for an exclusive franchise law, Laws applicable to Franchising in India, Taxation aspects of Franchising, Termination of a Franchise <b>Managing Relationship:</b> Dynamics of franchisee-franchisor relationship, Concept of Trust in strengthening mutual relationship, Cultural aspects of relationship, Relationship building process, Fostering long-term relationship	8	20%
<b>V</b>	<b>Case Studies in Retailing and Retail Franchising:</b> 1. Dunkin' Donuts(T2) 2. McDonald's India: Preparing to Rule the Land of Maharajas(T2) 3. VLCC: Growing through a Healthy Franchisor-Franchisee Relationship(T2) 4. A 360° Approach to Time(R1) 5. Big Bazaar – The Route to Indian Mass Market(R1)	8	20%

#### 4. Teaching Methods:

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

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

#### 5. Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

A	Assignments / Presentations/ Quizzes / Class Participation / etc.	Weightage 50% (Internal Assessment)
B	Mid-Semester Examination	30% (Internal Assessment)
C	End-Semester Examination	70% (External Assessment)

## 6. Basic Text Books:

Sr. No.	Author/s	Title of the Book	Publisher	Edition and Year of Publication
T1	Berman, Berry and Joel R. Evans	Retail Management: A Strategic Approach	Pearson Education	Latest Edition
T2	Sidhpuria, M. V.	Retail Franchising	Tata McGraw-Hill Education	Latest Edition
T3	Piyush Sinha	Managing Retailing	Oxford University Press	Latest Edition

## 7. Reference Books:

Sr. No.	Authors	Title of the Book	Publisher	Edition and Year of Publication
R1	Pradhan, Swapna	Retailing Management: Text & Cases	Tata McGraw Hill Education	Latest Edition
R2	Rupert M. Barkoff	Fundamentals of Franchising	American Bar Association	Latest Edition
R3	Roger D. Blair and Francine Lafontaine	Economics of Franchising	Cambridge University Press	Latest Edition
R4	Srinivasan S. R., and R. K. Srivastava	Cases in Retail Management	Biztantra	Latest Edition
R5	Gopal R, Manjrekar P (Ed)	Retail Management – An Indian Perspective	Excel Books	Latest Edition
R6	Diamond, Jay and Geral Pintel	Retail Buying	Pearson Education	
R7	Easterling, Cynthia R.	Merchandising Mathematics for Retailing	Pearson Education	Latest Edition
R8	Ilan alon	Service Franchising: A Global Perspective	Springer	Latest Edition
R9	Andrew J. Sherman	Franchising and Licensing: Two Ways to Build Your Business	American Management Association	Latest Edition
R10	Srini. R. Srinivasan	Strategic Retail Management	Biztantra	Latest Edition
R11	Richard J. Judd and Robert T. Justice	Franchising	Custom Publishing House	Latest Edition

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

- Franchising Research: An International Journal
- Journal of Small Business Management
- International Journal of Retail and Distribution Management
- Journal of Retailing
- Franchising World
- Journal of Marketing Channels

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

## 9. Session Plan:

### SRM : Retailing-II

Session no.	Topics
1-2	Merchandise Management: Planning and Implementation: Concept of Merchandising, Decisions pertaining to Variety & Assortment; Buying function in different organizational set up
3-4	The process and implications of Merchandise Planning, Category Management; The concept of National Brand, Local Brands, and Private Labels; Sourcing Strategies
5-6	Retail Marketing and Communication: Retail Marketing Mix; Management of Sales Promotion and Publicity, The Retail Communication Mix;
7-8	Case Study: Big Bazaar – The Route to Indian Mass Market
9-10	Establishing and Maintaining Retail Store Image, Building Store Loyalty; The Concept of IMC
11-12	Strategies for Customer Service: Importance of Service in Retail; Providing Basic Customer Services, Determining Customer Service Levels, Relationship Management, Developing Customer Loyalty
13-14	Store Layout: Store Layout Management, Planning a Basic Store Design, Planning Interiors and Layouts,
15-16	The Concept and Philosophy of Visual Communication and Visual Merchandising, Planning the Exteriors and Frontage, Technology issues: Shop Lifting, Pilferage. Issues with RFID and related technology
17-18	Case Study: A 360° Approach to Time
19-20	Retail Franchising: Concept of Franchising; History of Franchising; Franchising Scene outside India;
21-22	Types of Franchising; Advantages and Disadvantages of Franchising ; Retail Franchising as Growth Strategy
23-24	Case Study: Dunkin' Donuts
25-26	Franchise Planning and Development: Concept of Franchisability, Franchise Feasibility Study
27-28	Designing a Franchise System and Assessing a Potential Franchisee
29-30	Case Study: McDonald's India: Preparing to Rule the Land of Maharajas
31-32	Managing Finance: Estimating cost of entry and operation, Sources of finance, Measuring Financial Performance of a Franchise
33-34	Legal Aspects of Franchising: Overview of Franchise laws across the globe, Need for an exclusive franchise law, Laws applicable to Franchising in India, Taxation aspects of Franchising, Termination of a Franchise
35-36	<b>Managing Relationship:</b> Dynamics of franchisee-franchisor relationship, Concept of Trust in strengthening mutual relationship, Cultural aspects of relationship, Relationship building process, Fostering long-term relationship
37-38	Case Study: VLCC: Growing through a Healthy Franchisor-Franchisee Relationship
39-40	<b>Review and Integration</b>



**MBA - II Semester - IV**  
**SPH - Pharmaceutical and Healthcare Sector (PHS-II)**

**Course: Healthcare Services in India with focus on Hospital Administration & Management**

**1. Objectives:**

- 1) To acquaint the students with the dynamics of health services in India.
- 2) To make the students aware about the various issues involved in healthcare and management
- 3) To make them aware about the issues involved in hospital administration and management

**2. Course Duration:**

The total hours for teaching this course will be 50 hours, which will be divided into 40 sessions of 75 minutes duration each.

**3. Course contents:**

The course consists of the following modules:

<b>Module No.</b>	<b>Topic/ Sub topic</b>	<b>Sessions</b>	<b>Marks Weightage</b>
<b>I</b>	<b>OVERVIEW OF HEALTHCARE SERVICES IN INDIA:</b> An Introduction to Health Services in India through Five Year Plans, Healthcare system in India, Levels of Health Care, Primary, Secondary and Tertiary health care, Review of Primary Healthcare in India, National Rural & Urban Health Mission	8	20%
<b>II</b>	<b>OVERVIEW OF NATIONAL HEALTH POLICY 2002:</b> Objectives, Overview, Current Scenario, Policy prescriptions, Role of Public and Private Sector in Healthcare	8	20%
<b>III</b>	<b>FOCUS ON TERTIARY HEALTHCARE SYSTEM – HOSPITAL ADMINISTRATION:</b> History of Indian Hospitals, Growth & Scope, Health Committees recommendations, Classification of hospitals, Hospital Administration as a profession, Functions of hospital, Ethics, Challenges, Succession planning, Role in Legal matters, Nursing Service administration, etc	8	20%
<b>IV</b>	<b>SETTING UP A NEW HOSPITAL:</b> Location and Layout Planning, Managing for finances and accounting, Preparing various policies and organising, Procuring licences, Managing for different types of Human Resources, Stores Management, Equipments and materials' purchase, Marketing of Hospital services	8	20%
<b>V</b>	<b>OTHER IMPORTANT ISSUES IN HOSPITAL MANAGEMENT:</b> Bio-medical Waste Management, Legal Issues for Hospital Administrators, Role of Natural Justice, Patient and CPA, 1986, Indian Medical Tourism, Health Insurance in India, Telemedicine-Prospects & Challenges. Quality and Accreditation	8	20%

#### 4. Teaching Methods:

The course will use the following pedagogical tools:

- A. Case discussions covering a cross section of situations.
- B. Discussions on issues and techniques.
- C. Projects/ Assignments/ Quizzes/ Class participation etc

#### 5. Evaluation:

The evaluation of participants will be on a continuous basis comprising the following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weightage 50% (Internal Assessment)
B	Mid-Semester examination	Weightage 30 % (Mid Internal Assessment)
C	End –Semester Examination	Weightage 70% (External Assessment)

#### 6. Text Books:

The following books may be used as base book for this course. However, students are also expected to refer books by other authors on the subject. A suggestive list of reference books is also given here. They are also supposed to read business magazines and journals relating to the subject:

Sr. No.	Author/s	Name of the Books	Publisher	Edition & Year of Publication
T1	D. K. Sharma and R.C. Goyal	Hospital Administration & HRM	PHI, New Delhi	Fifth Edition, 2010
T2	Sujatha Rao, Ed.	Financing and Delivery of Health Care Services in India – Background Papers	National Commission on Macroeconomics and Health, Ministry Of Health And Family Welfare, Government Of India	2005

#### 7. Reference Books:

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
R1	Sharon Buchbinder and Nancy Shanks	Introduction to HealthCare Management	Jones & Bartlett Publishers	2007
R2	Purusottam Behera	Hospital and Healthcare Management	S.M. Books, Delhi	2007
R3	S. L. Goel	Healthcare System and Management (Set in 4 volumes)	Deep & Deep Publications	2004
R4	S.L. Goel, R. Kumar	Management of Hospitals : Hospital Administration in the 21st Century	Deep & Deep Publications	2002
R5	Syed Amin	Hospital & Health	Oxford, N.D.	Latest Edition

	Tadish	Services Administration – Principles & Practices		
R6	Walshe and Smith, Ed.	Healthcare Management	Tata McGraw-Hill	2010

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

Journal of Healthcare Management  
Journal of Hospital Administration  
Asian Journal of Healthcare Management

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

### 9. Session Plan:

#### SPH - Pharma and Healthcare Sector (PHS-II)

Session No.	Topic
1-4	An Introduction to Health Services in India through Five Year Plans
5	Healthcare system in India, Levels of Health Care, Primary, Secondary and Tertiary health care
6-7	Review of Primary Healthcare in India
8	National Rural & Urban Health Mission
9-11	Overview of National Health Policy 2002 - Objectives, Overview, Current Scenario
12-14	Policy prescriptions
15-16	Role of Public and Private Sector in Healthcare
17	History of Indian Hospitals, Growth & Scope
18-19	Health Committees recommendations
20	Classification of hospitals, Functions of hospital (Case discussion)
21-24	Hospital Administration as a profession, Ethics, Challenges, Succession planning, Role in Legal matters, Nursing Service administration, etc
25	Setting Up A New Hospital - Location and Layout Planning
26	Managing for finances and accounting
27	Preparing various policies and organising, Procuring licences
28-29	Managing Human Resources
30	Stores Management
31	Equipments and materials' purchase,
32	Marketing of Hospital services
33-34	Other Important Issues In Hospital Management- Bio-medical Waste Management
35-36	Legal Issues for Hospital Administrators -Role of Natural Justice, Patient and CPA, 1986
37	Indian Medical Tourism
38-39	Health Insurance in India
40	Telemedicine-Prospects & Challenges, Quality and Accreditation

**MBA - II Semester - IV**  
**SRC - Rural and Cooperative Sector - II**  
**(Management of Cooperative Organisations)**

**1. Objectives:**

- To acquaint the student with the cooperative movement
- To develop familiarity about various types of cooperative organisations
- To understand the role of Central and State governments with respect to cooperative sector
- To impart basic knowledge about formation of cooperative societies and their administration.

**2. Course Duration:**

The total hours for teaching this course will be 50 hours, which will be divided into 40 sessions of 75 minutes duration each.

**3. Course contents:**

The course will contain the following modules:

Module No.	Topic/ Sub topic	Sessions	Marks Weightage
I	Evolution of Cooperative movement in India and Gujarat.	8	20%
II	Cooperative Legislation in India. Gujarat State Cooperative Societies Act and Rules.	8	20%
III	Government control over cooperatives: Legal and Administrative control	8	20%
IV	Reports of Various committees on Cooperation.	8	20%
V	Institutional Support to Cooperatives	8	20%

**4. Teaching Methods:**

The course will use the following pedagogical tools:

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

**5. Evaluation:**

The evaluation of participants will be on continuous basis comprising of the following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weightage 50% (Internal Assessment)
B	Mid-Semester examination	Weightage 30 % (Internal Assessment)
C	End –Semester Examination	Weightage 70% (External Assessment)

## 6. Text Books:

Sr. No.	Author/s	Name of the Books	Publisher	Edition & Year of Publication
T1	Kamat G S	New Dimensions of Cooperative Management	Mittal	Latest Edition
T2	Kamat G S	Cases in Cooperative Management	Rainbow	Latest Edition
T3	Taimani K K	Cooperative Organization and Management		Latest Edition

## 7. Reference Books:

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
R1	ILO	Cooperative Management and Administration	ILO	Latest Edition
R2	Mehta B C	Consumer Cooperatives in India		Latest Edition
R3	Linda C. Habenstreit	A 'green miracle': co-op playing key role as Iraq rebuilds farm sector. (Cover story): An article from: Rural Cooperatives	E-Book	Latest Edition
R4	Durgadas Roy	Consumer cooperatives in India	Rabindra Bharati University	Latest Edition
R5	Priya Basu	Improving Access to Finance for India's Rural Poor (Directions in Development)	World Bank	Latest Edition
R6	C. Steven LaRue	The India Handbook (Regional Handbooks of Economic Development)	Fitzroy Dearborn	Latest Edition
R7	Gursharan Singh Kainth	India's Rural Cooperatives	Regency	Latest Edition
R8	S. N. Tripathy	Co-operatives For Rural Development	Discovery	Latest Edition
R9	B. S. Gautam	Cooperatives And Rural Development In India	Radha	Latest Edition
R10	M A Khan	Rural Development Through Cooperatives	Shree	Latest Edition

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

Business Newspapers, such as The Economic Times, Business Standard, Financial Express. Business magazines, like Business India, Business Week, Business Today, Business World. The Hindu Business Line, Economic and Political Weekly, Indian Management,

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

## 9. Session Plan:

### SRC - Rural and Cooperative Sector

Session No.	Topic
1-2	An Introduction to Cooperatives A Global Perspective on Genesis of Cooperative Organizations
3	Role of International agencies such as ICA in expanding Cooperative movement
4	Diversification of Cooperatives in the post Independence period, Types of Cooperative organizations
5	Agri-business Cooperatives: Their Characteristics
6	Technology: Production and Marketing
7	Coordination Strategy- Doctrine of Mary Parker Follett
8	<a href="#">Feedback and review/ Case discussion</a>
9	Evolution and Growth of Cooperative Enterprise
10	Evolution and growth of Cooperative Organizations in India.
11	Evolution and Growth of Cooperative movement in Gujarat
12-13	Why do cooperatives thrive in Surat? Enabling conditions
14	Disabling Conditions-Politics of Social Management
15	Issues in establishing agricultural cooperatives
16	<a href="#">Feedback and review/ Case discussion</a>
17	Impact of Democratic Governance in Cooperatives
18	Explanation and Interpretation of the Statement of Cooperative
19	Cooperative Principles & Economic Rationality
20	Efficiency Vs Effectiveness
21	Cross Subsidization Defeats the Purpose of Cooperation
22-23	Strategies in Financing Cooperatives, Revolving Equity Capital
24	<a href="#">Feedback and review/ Case discussion</a>
25	Excellence in Cooperatives: Lessons from Successful cooperatives
26	Capital, Participation & Cooperative Performance
27	Determinants of enduring cooperative performance
28	Multicoops: Parameters for Success
29	Measuring Performance of Cooperative
30-31	Design of Energetic Farmer Cooperatives, Design of the Anand Pattern
32	<a href="#">Feedback and review/ Case discussion</a>
33-34	Federations, Cooperative, Federal Cooperative Organisations
35	New Generation Cooperatives (NGC)
36	Critical look towards NGC
37	Agricultural and Rural Cooperative Viability: A Management Strategy based on Cooperative Principles and Values
38	Decision-Making in Cooperatives with Diverse Member Interests
39	Leadership and Cooperation in Groups
40	<a href="#">Feedback and review/ Case discussion</a>

**MBA - III Semester - IV**  
**SPS - Public System and Policy-II**

**1. Objectives:**

The objective of the course is to provide insights into the functioning of public system and their governance. The course provides emphasis on the importance of infrastructure development and financing. The aim of the course is to sharpen the skills and perspectives of management graduates who will be joining either public enterprise or public systems or NGO's. More specifically:

- 1) To build an application based managerial techniques to the problems in public systems.
- 2) To enhance the understanding of Public Systems Management.

**2. Course Duration:**

The course will have sessions which are divided into five modules. Each module consists of 40 sessions of 75 minutes each and carries a weightage of 14 marks.

**3. Course contents:**

The course will contain the following modules:

<b>Module No.</b>	<b>Topics/ Sub topics</b>	<b>Sessions</b>	<b>Marks Weightage</b>
<b>I</b>	Concept of Governance - An Introduction Role of Bureaucracy and Political Executive, Legislature and the Judiciary, Inter-Governmental Relations in the Process of Governance	8	20%
<b>II</b>	Financial, Materials / Logistics, Strategic Management, Key Management tools, MIS Selective Market Techniques, Future Designing Techniques, Accountability	8	20%
<b>III</b>	Responsiveness in Public System Management Transparency and Right to Information Networking and Inter-institutional Coordination in Governance, Reforms and change Management, Empowerment Continuity and change in Public System Management	8	20%
<b>IV</b>	Urbanisation in India, Urban Organisation and Management, Urban Planning and Strategies for Environment Management	8	20%
<b>V</b>	Urban Development and Regional Planning Energy Management and its audit, Water Resource Management, Planning and Management of Education Systems	8	20%

#### 4. Teaching Methods:

The course will use the following pedagogical tools:

- (a) Lectures (50%)
- (b) Simulation exercise like managerial games, role play etc, (50%)
- (c) Experience sharing with entrepreneurs by visiting industry, guest talks and live projects (50%)
- (d) Presentation by students on case analysis and project presentation. (30%)

#### 5. Evaluation:

The evaluation of participants will be on a continuous basis comprising the following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weightage 50% (Internal Assessment)
B	Mid-Semester examination	Weightage 30 % (Internal Assessment)
C	End –Semester Examination	Weightage 70% (External Assessment)

#### 6. Text Books:

Sr. No.	Author/s	Name of the Books	Publisher	Edition & Year of Publication
T1	Christopher M. Shea and G. David Garson	Hand Book of Public Information Systems	CRC Press	Latest Edition
T2	Ramakant Rao and Prashant K. Mathur	Bureaucratic System and Public Policy	Kanishka	Latest Edition
T3	Michael Hill, Peter Hupe	Implementing Public Policy	SAGE	Latest Edition

#### 7. Reference Books:

Sr. No.	Author/s	Name of the Books	Publisher	Edition & Year of Publication
R1	Uma Medury	Public Administration in the Globalisation Era.	Orient BlackSwan	Latest Edition
R2	Manmohan Agarwal	Indian Economic Future	Orient BlackSwan	Latest Edition
R3	Ashok Agarwal	Governance Case Studies	Universities Press	Latest Edition
R4	I S A Baud, J De Wit	New Forms of Urban Governance in India Public Policy	SAGE	Latest Edition
R5	Ramaswamy R. Iyer	Water and the Laws in India Public Policy	SAGE	Latest Edition
R6	Montgomery Van Wart	Dynamics of Leadership in Public Service: Theory and Practice Public Policy	Higher Education	Latest Edition



R7	Laxmi Narain	Public Enterprise Management and Privatisation	S. Chand	Latest Edition
R8	Howlett and Ramesh	Studying Public Policy	Oxford	Latest Edition
R9	John Cullis, Philip Jones	Public Finance and Public Choice	Oxford	Latest Edition
R10	R. k. Sapru	Public Policy	PHI	Latest Edition
R11	Larry N. Gerston	Public Policymaking in a Democratic Society	PHI	Latest Edition

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

Economical News Paper, Indian Economy, Economical and Political Weekly, Indian Journal of Public Administration

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

### 9. Session plan

#### SPS - Public System and Policy

Session No.	Topic
1-3	Concept of Governance - An Introduction
4-6	Role of Bureaucracy and Political Executive, Legislature and the Judiciary
7-8	Inter-Governmental Relations in the Process of Governance
9	<a href="#">Feedback and review/ Case discussion</a>
10-11	Financial, Materials / Logistics, Strategic Management,
12-13	Key Management tools, Management Information System
14-15	Selective Market Techniques, Future Designing Techniques, Accountability
16-17	Responsiveness in Public System Management
18-19	Transparency and Right to Information
20-22	Networking and Inter-institutional Coordination in Governance
23-25	Reforms and change Management
26-27	Empowerment
28-29	Continuity and change in Public System Management
30	<a href="#">Feedback and review/ Case discussion</a>
31	Urbanisation in India
32-34	Urban Organisation and Management Urban Planning and Strategies for Environment Management
35-36	Urban Development and Regional Planning
37-38	Water Resource Management Energy Management and its audit
39	Planning and Management of Education Systems
40	<a href="#">Feedback and review/ Case discussion</a>

**MBA - III Semester - IV**  
**SSP - Banking and Insurance - II (B&I)**

**1. Course Objective:**

The objective of the course to provide advanced topics related to banking and general insurance. This course will be helpful all those who want to gain incites and deeper understanding of Banking and Insurance Operations. This will also help in help in making a carrier in Banking and Insurance.

**2. Course Duration:**

The course will have sessions which are divided into five modules. Each module consists of eight sessions of 75 minutes each and carries a weightage of 14 marks.

**3. Course content:**

<b>Module No.</b>	<b>Modules/Sub-Modules</b>	<b>Sessions</b>	<b>Marks Weightage</b>
<b>I</b>	Corporate Banking – Term Loans, working capital loans, LC(domestic and foreign) and Bank Guarantee, Equipment financing, Foreign Currency Loans, Retail banking – Retail Assets and Liabilities , NRI Services, Third party Product sales	8	20%
<b>II</b>	Banks spread management, Interlink Branch banking, Online banking, Tele banking, Information Technology in Banks, Management of NPA, SARFAISI Act, Risk Management Tools	8	20%
<b>III</b>	Treasury management in banks, Regulatory Framework for banks, Regulatory framework for Insurance	8	20%
<b>IV</b>	Life Insurance: Meaning, Type of Plans, Benefits of Life Insurance, Brief about Public and Private Sector Organizations offering Insurance Products (Practical exposure) Non-Life Insurance: Meaning, Type of Plan, Health Insurance, Micro Insurance: Meaning, Models and future of Micro Insurance.	8	20%
<b>V</b>	Risk Management in Banking and Insurance: Meaning, Types of Risks, Strategies for risk Management including Reinsurance, Operational Risk management Enterprise Risk management, Corporate Governance, Risk management and Internal Audit	8	20%

#### 4. Teaching Methods:

The course will use the following pedagogical tools:

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

#### 5. Evaluation:

The evaluation of participants will be on continuous basis comprising of the following elements:

<b>A</b>	Projects/ Assignments/ Quizzes/ Class participation etc	Weightage 50% (Internal Assessment- 50 Marks)
<b>B</b>	Mid-Semester examination	Weightage 30 % (Internal Assessment-30 Marks)
<b>C</b>	End –Semester Examination	Weightage 70% (External Assessment-70 Marks)

#### 6. Text Books:

<b>Sr. No.</b>	<b>Authors</b>	<b>Name of the Books</b>	<b>Publisher</b>	<b>Edition &amp; Year of Publication</b>
T1	O P Agarwal	Banking and Insurance	Himalaya	Latest Edition
T2	K C Shekhar and Lekshmy Shekhar,	Banking Theory and Practice	Vikas	Latest Edition
T3	Neelam C Gulati,	Principles of Insurance Management	Excel	Latest Edition

## 7. Reference Books:

(Latest available editions should only be considered)

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
R1	Vadlamani Ravi	Advances in Banking Technology and Management... (Hardcover)	IGI Global	Latest Edition
R2	Frans de Weert	Bank and Insurance Capital Management	Wiley	Latest Edition
R3	Indian Institute of banking and finance,	Principles and practice of banking	Macmillan	Latest Edition
R4	Hal S. Scott	Capital Adequacy beyond Basel: Banking, Securities, and Insurance	Oxford	Latest Edition
R5	D. Muraleedharan	Modern Banking	PHI	Latest Edition
R6	Irwin T. Vanderhoof & Edward I. Altman	The Fair Value of Insurance Business	Kluwer (NYU Stern)	Latest Edition
R7	Emmett J. Vaughan and Therese Vaughan	Fundamentals of Risk and Insurance	Wiley	Latest Edition
R8	George E Rejda	Principles of Risk Management and Insurance	Peason	Latest Edition
R9	Harrington and Neehaus,	Risk Management and Insurance	Tata McGraw-Hill	Latest Edition
R10	Bharti Pathak	Indian Financial Systems	Pearson	3 <sup>rd</sup> Edition

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

Financial Express, Economics Times, Indian Journals of Banking by National Institute of Bank Management, Journal of Insurance by IRDA etc.

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

## 9. Session Plan:

### SSP - Banking and Insurance - II (B&I)

Session No.	Topic
1- 8	Corporate Banking – Term Loans, working capital loans, LC(domestic and foreign) and Bank Guarantee, Equipment financing, Foreign Currency Loans, Retail banking – Retail Assets and Liabilities , NRI Services, Third party Product sales
9-16	Banks spread management, Interlink Branch banking, Online banking, Tele banking, Information Technology in Banks, Management of NPA, SARFAISI Act, Risk Management Tools
16-24	Treasury management in banks, Regulatory Framework for banks, Regulatory framework for Insurance
25-32	Life Insurance: Meaning, Type of Plans, Benefits of Life Insurance, Brief about Public and Private Sector Organizations offering Insurance Products (Practical exposure) Non-Life Insurance: Meaning, Type of Plan, Health Insurance, Micro Insurance: Meaning, Models and future of Micro Insurance.
33-40	Risk Management in Banking and Insurance: Meaning, Types of Risks, Strategies for risk Management including Reinsurance, Operational Risk management Enterprise Risk management, Corporate Governance, Risk management and Internal Audit