

# **ACADEMIC REGULATIONS AND COURSE CONTENTS**

**GOVERNING MBA DEGREE [DAY] OF  
BANGALORE UNIVERSITY  
(2014-2015 ONWARDS)**

**UNDER CHOICE BASED CREDIT SYSTEM  
(BU-PG-CBCS, 2014)  
(FRAMED UNDER SECTION 44(1), (C), OF K.S.U. ACT 2000)**



**CANARA BANK SCHOOL OF MANAGEMENT STUDIES  
(Post Graduate Department of Management)  
BANGALORE UNIVERSITY, CENTRAL COLLEGE CAMPUS,  
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Dear Stakeholder,

28<sup>th</sup> March, 2015

Management Education in India and Karnataka is passing through an upheaval of crisis and uncertainty. Stakeholders have concern on its quality and excellence. One such idea is to make the course contemporary and relevant to the times through stakeholders approach. MBA syllabus of 2014-15 is a humble step in this direction.

CBSMS of Bangalore University undertook a scientific process of overhauling the curriculum. The expectations of 770 stakeholders were surveyed during December, 2013 and January, 2014. A Stakeholders Syllabus Review Committee was constituted by Board of Studies to arrive at the course matrix. This was reviewed and deliberated by all concerned vigorously. Various drafts of the syllabus were uploaded on the website for dissemination and feedback. Finally, the Academic Council approved it during the Golden jubilee year of Bangalore University on 27<sup>th</sup> March, 2015. All stakeholders played a very key role in the process of developing the syllabus.

I thank them immensely for their wholehearted support.

In particular, I would like to thank

- Dr Pankaj Chandra, Former Director IIMB; Dr N Jayashankaran, Advisor, NMIMS; Dr Prashanth Bharadhwaj, Indiana University of Pennsylvania; Dr Shalini Rajneesh, Government of Karnataka; Dr Gopal Mahapatra, Chief Learning Officer, RPG Enterprises; Dr Vasanthi Srinivasan, IIMB; Dr Giridhar Gyani of Association of Health Providers of India; Sudheesh Venkatesh of National HRD Network; Dr M H Balasubramanya of Indian Institute of Science; Dr V Rajesh Kumar of Vittam Pravina Gurushala; Dr P Nageshwara Rao of Osmania University; Dr Mustiary Begum of Mangalore University; N Sreenivasan, Former Director General, Confederation of Indian Industry; Dr D Gopalakrishna, Formerly Associate Professor, CBSMS, A N Chandramouli of BCIC and Basant Nayak, Head of Business Development, Adani Agrifresh Ltd
- Directors/Deans/Faculty members/Students/Alumni of various MBA colleges affiliated to Bangalore University
- Faculty colleagues of CBSMS, Prof K. Janardhanam, Dr. Cynthia Menezes, Dr. Y. Nagaraju, Dr. Ritika Sinha and Dr. M. Nirmala
- Non-teaching staff, research scholars of CBSMS and staff of Central Placement Cell.
- All others who helped us directly and indirectly as well as those invisible/ silent heads, hands and hearts in and outside CBSMS.

The real challenge starts now. I need your best wishes and support.

Yours truly,

**(Prof M.K.Sridhar, Ph.D.,)**

Director, CBSMS

&

Chairman, Board of Studies

**ACADEMIC REGULATIONS  
PERTAINING TO MBA DEGREE (DAY) OF  
BANGALORE UNIVERSITY  
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(BU-PG-CBCS, 2014)**

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## **REGULATIONS PERTAINING TO MBA DEGREE (DAY) COURSE**

### **1. TITLE**

These regulations shall be cited as Academic Regulations Pertaining to MBA Degree (Day) of Bangalore University (2014 – 15 onwards) under Choice Based Credit System (BU-PG-CBCS, 2014) of Faculty of Commerce and Management under Bangalore University.

### **2. EXTENT OF APPLICATION**

These regulations will apply to Post Graduate Program in Management being run in Canara Bank School of Management Studies and its affiliated colleges having approval of the University/AICTE as the case may be for the following course:

**MASTER OF BUSINESS ADMINISTRATION (CHOICE BASED CREDIT SYSTEM) (MBA-CBCS – 2014 – 15 ONWARDS)**

### **3. MINIMUM ELIGIBILITY FOR ADMISSION AND ADMISSION PROCEDURE**

- A graduate degree under **10+2+3** or **10+2+4** pattern under any discipline securing at least 50% marks in aggregate including languages from a recognized University in India or abroad.
- Honors degree under 10+2+4 pattern from a recognized university under UGC Act having at least 50% marks in aggregate including languages.
- Candidates who have passed bachelor / master degree through correspondence / Open University system from this university or from any other university recognized by law are exempted from 10+2 pattern. The duration of the degrees must be three and two years respectively.
- Candidates who pass bachelor/master degree in any university system in single sitting pattern are not eligible.
- In case of SC/ST/Cat I candidates, there will be a relaxation of **5%** in the aggregate of marks obtained.
- All admissions to CBSMS and affiliated colleges will be made through an entrance test conducted by appropriate body as approved by Government of Karnataka and State Level Counseling based on Rank Merit and the reservation rules based on the seat matrix as announced by the Government of Karnataka from time to time.

### **4. DURATION OF THE COURSE**

The duration of the MBA program shall extend over 4 semesters (two academic years) of 16 weeks or more each with a minimum of 90 actual working days of instruction in each semester and 2 to 3 weeks of examinations.

## 5. MEDIUM OF INSTRUCTION

The medium of instruction for all subjects and examination shall be English only.

## 6. MINIMUM CREDITS AND MAXIMUM CREDITS

- There shall be three categories of courses viz., Core and Compulsory Course, Specialization Course and Open Elective Course/Soft Core Course. The Open Electives are the University approved Courses offered by other Departments of Bangalore University.
- The credits for each of Compulsory Course and specialization course may vary from 2 to 4 credits. In case of open electives course, each paper shall be of 3 credits. A student is required to take one open elective course in III Semester

## 7. ATTENDANCE

- Each paper shall be taken for the purpose of calculating attendance.
- Students are required to attend for not less than 75% of the classes in each subject in order to be eligible to appear for the University examinations.
- The statement of attendance shall be displayed on the Notice Board by the institution at end of every month for information of students.
- Five marks in Internal Assessment shall be awarded based on the percentage of attendance as an incentive to the student for regularity in attendance.
- A student who does not satisfy the requirement of percentage of attendance shall not be permitted to take the examination of that paper(s).

## 8. SEMESTER-WISE CREDIT DISTRIBUTION:

CATEGORY	CREDITS TO BE COVERED IN				TOTAL CREDITS
	SEM -1	SEM – 2	SEM – 3	SEM – 4	
COMPULSORY CORE SUBJECTS	24	24	8	4	60
SOFT CORE SUBJECTS	2	2	*	*	4
SPECIALIZATION SUBJECTS	0	0	12	12	24
GENERAL OPEN ELECTIVE (INTER DISCIPLINARY)	*	*	3	*	3
INTERNSHIP	*	*	3	*	3
DISSERTATION	*	*	*	10	10
<b>TOTAL</b>	<b>26</b>	<b>26</b>	<b>26</b>	<b>26</b>	<b>104</b>

## 9. SCHEME OF EXAMINATION

### A) Internal Assessment Test

Each of the course would have two components – the First being Internal Assessment Marks and Second being Semester end exams. The Internal Assessment (IA) are based on the continuous internal assessment.

- Each paper will carry 100 marks of which 30 marks for Internal Assessment and remaining 70 marks for written examination to be held at the end of each semester. The duration of the written examination for each paper shall be 3 hours.
- The various components of Internal Assessment for 30 Marks are as follows:

I AND II SEMESTERS	MARKS	III & IV SEMESTER	MARKS
Attendance	5	Attendance	5
Two internal tests (one announced & one surprise)	10	One internal test (surprise)	5
Assignment	5	Case Study Preparation	10
Presentation	5	Mini Project	
Books/Journal article review	5		
<b>Total</b>	<b>30</b>	<b>Total</b>	<b>30</b>

% of Attendance	Marks
75 - 79 %	1
80 - 84 %	2
85 - 89 %	3
90 – 94%	4
95 +	5

### B) Final Examination

There shall be a University examination at the end of each semester in the prescribed papers which carries 70 marks each. (Online examination might be introduced subject to approval of appropriate bodies of Bangalore University in the course of present scheme.)

## 10. TIME LIMIT FOR COMPLETION

The candidate shall complete the programme within the period as prescribed in the regulation governing the maximum period for completing MBA programmes from the dates of admissions. It is generally twice the number of years of the programme. The term completing the programme means passing all the prescribed examinations of the programme to become eligible for the degree.

## **11. MINIMUM FOR A PASS**

- 11.1 A candidate shall be declared to have passed the PG program if he/she secures at least a CGPA of 4.0 (Course Alpha-Sign Grade C) in the aggregate of both internal assessment and semester end examination marks put together in each unit such as theory papers / practical / project work / dissertation / viva-voce.
- 11.2 The candidates who pass all the semester examinations in the first attempts are eligible for ranks provided they secure at least CGPA of 6.0 (or Alpha-Sign Grade A).
- 11.3 The results of the candidates who have passed the fourth semester examination but not passed the lower semester examinations shall be declared as NCL (Not Completed Lower semester examinations). Such candidates shall be eligible for the degree only after completion of all the lower semester examinations.
- 11.4 A candidate who passes the semester examinations in parts is eligible for only Class / CGPA and Alpha-Sign Grade but not for ranking.
- 11.5 There shall be no minimum in respect of internal assessment.
- 11.6 A Candidate who fails in any of the unit / project work / Project Report / dissertation / viva-voce shall reappear in that unit / project work / Project Report / dissertation / viva-voce and pass the examination subsequently.

## **12. CARRY OVER PROVISION**

Candidates who fail the lower semester examinations may take higher semester examinations.

## **13. PROJECT WORK**

Each candidate should undertake a Project work immediately after the second semester examination and submit a bound copy of the report within two weeks of commencement of III Semester. This project, under the guidance of a faculty of the institution, has to be on a live management problem/issue concerning either an organization or otherwise. The purpose of the project is to develop larger life skills and positive attitude among students who have to have wider perspective on society/organization. This could involve a desk study/data analysis/ extension work or exploration of an idea or its implementation. In other words, a Management student is expected to enrich with competency/skills/attitudes and perspectives about live society and organization.

The duration of the project is four weeks after the completion of II Semester and before the commencement of III Semester. There will be 25 marks for project report and 25 marks for viva voce. A minimum of 25 marks out of 50 is required for a pass in the project work. The viva and the project report will be evaluated by a member of the panel of examiners and the concerned faculty guide. Specific guidelines will be issued by PG Department of Management from time to time.

## 14. DISSERTATION

Every student is required to work on a project in the area of his/her specialization and prepare a dissertation report under the supervision of a Faculty guide. Prior to the actual work, the students are required to submit a synopsis of the dissertation incorporating the statement of problem, objectives and methodology to be followed and submit the same to the Director, Management Studies, BUB. The dissertation has to be organization specific but not a macro study or freelance.

The dissertation duly signed by the guide and certified by the principal/director is to be submitted in a bound copy and a soft copy to the university at the end of the fourth semester before the commencement of the semester examination. The dissertation shall be evaluated for two hundred marks by two examiners (One of them will be the faculty member who has guided the work and other will be the external examiner appointed by the BOE). A minimum of 100 marks is required for a pass in the dissertation. There shall be a viva-voce examination for 50 marks on the dissertation. Viva-voce will be conducted by Board of Examiners/examiners authorized by Chairman of BOE. A minimum of 25 marks is a must for pass in the viva-voce examination. Student has to work for not less than 45 days on full time basis on the Dissertation. There will be no classes during this period. Detailed guidelines will be issued by PG Department from time to time.

## 15. CLASSIFICATION OF SUCCESSFUL CANDIDATES: SEMESTER WISE

### EIGHT POINT ALPHA – SIGN GRADING SCALE

GRADE POINT AVERAGE	<4	4-<5	5-<5.5	5.5-<6	6-<7	7-<8	8-<9	9-10
ALPHA-SIGN GRADE	D	C	B	B+	A	A+	A++	O

The Grade Point Average (GPA) in a Semester and the Cumulative Grade Point Average (CGPA) at the end of fourth semester shall be computed as follows:

### 16.1 COMPUTATION OF GRADE POINT AVERAGE (GPA):

The grade points (GP) in a course shall be assigned based on the basis of actual marks scored in that course as per the table below. They shall be generally percentages divided by 10. The Grade Point Weights (GPW) shall then be calculated as the product of the grade points earned in the course and the credits for the course. The total GPW for a semester is obtained by adding the GPW of all the courses of the semester.

#### ILLUSTRATION 1 (26 CREDITS)

PAPERS	P1	P2	P3	P4	P5	P6	P7	TOTAL
MAX. MARKS	100	100	100	100	100	100	100	700
% MARKS OBTAINED	77	73	58	76	64	66	82	496
GRADE POINTS EARNED (G.P.)	7.7	7.3	5.8	7.6	6.4	6.6	8.2	-
CREDITS FOR THE COURSE (C)	4	4	4	4	4	4	2	26
TOTAL GPW = GP X C	30.8	29.2	23.2	30.4	25.6	26.4	16.4	182



Semester Aggregate Marks :  $496 / 700 = 70.86\%$

Classification of Result: **First Class with Distinction**

The GPA shall then be computed by dividing the total GPW of all the courses of study by the total credits for the semester,  $GPA = \text{Total GPW} / \text{Total Credits} = 182 / 26 = 7.0$

Semester Alpha Sign Grade: **A+**

#### ILLUSTRATION 2 (24 CREDITS)

PAPERS	P1	P2	P3	P4	P5	P6	TOTAL
MAX. MARKS	100	100	100	100	100	100	600
% MARKS OBTAINED	67	73	78	76	84	88	466
GRADE POINTS EARNED (G.P.)	6.7	7.3	7.8	7.6	8.4	8.8	-
CREDITS FOR THE PAPER	4	4	4	4	4	4	24
TOTAL GPW = GP X C	26.8	29.2	31.2	30.4	33.6	35.2	186.4

Semester Aggregate Marks:  $466 / 600 = 77.67\%$

Classification of Result: **First Class with Distinction**

$GPA = \text{Total GPW} / \text{Total Credits} = 186.4 / 24 = 7.77$

Semester Alpha Sign Grade: **A++**

#### 16.2 CALCULATION OF CUMULATIVE GRADE POINT AVERAGE (CGPA)

The Cumulative Grade Point Average (CGPA) at the end of the fourth semester shall be calculated as the weighted average of the semester GPW. The CGPA is obtained by dividing the total of GPW of all the four semesters by the total credits for the programme.

#### ILLUSTRATION 3

SEMESTER	I	II	III	IV	TOTAL
TOTAL MARKS PER SEMESTER	700	700	600	600	2600
TOTAL MARKS SECURED	496	560	466	510	2032
SEMESTER ALPHA SIGN GRADE	A+	A++	A+	A++	-
SEMESTER GPA	7.0	8.0	7.77	8.5	-
SEMESTER CREDITS	26	26	24	24	100
SEMESTER GPW	182	208	186.5	204	822.9

Aggregate Percentage of Marks =  $2032 / 2600 = 78.15\%$

Classification of Result: **First Class with Distinction**

Cumulative Grade Point Average (CGPA)

= Total of Semester GPW / Total Credits for the programme =

$$780.5 / 100 = 7.805$$

Programme Alpha Sign Grade: **A++**

These are the sample illustrations of computing semester grade point averages and cumulative grade point average and the alpha – sign grades assigned.

## **17. PATTERN OF QUESTION PAPER**

The pattern will be decided by the Board of Studies from time to time. The Post Graduate Department of Management of Bangalore University will communicate all affiliated colleges about the pattern as well as the changes therein.

## **18. OPEN ELECTIVE**

One course is offered as open elective during the III semester of MBA Programme. Details of this course will be decided by the Board of Studies.

## **19. SPECIALIZATION STREAMS**

The students have choice to go in for either dual specialization or single specialization depending upon their interest. In case of dual specialization, the students could opt for any two out of the specializations streams offered by Bangalore University. In each of the two specializations, the student has to choose for not less than 12 credits of elective papers under their respective specialization streams offered during III and IV Semester of MBA. In other words, the students have to opt for minimum of 12 out of 24 credits in any of the specialization stream during III and IV semesters.

In case the students choose to pursue a single specialization, then the student has to obtain 24 credits under the concerned specialization stream. In case of dual and single specialization, the statement of marks as well as degree certificate will display the specialization stream/s pursued by the student as per the regulations provided as above.

Each institution could decide about the minimum numbers of students required to offer any specialization. In any case, there must be a minimum of 10 students and the college could offer by fixing the minimum number either 10 or above depending upon the needs of the students and the availability of faculty. The Board of Studies of Management could explore collaborations and partnership either with associations, industry body, individual companies and other enterprises for the purposes of curriculum design, delivery, faculty development, publication of study material and case studies and placements. The BOS is also authorized to make necessary changes in the specialization streams as well as electives offered under the specialization streams

## **20. FOUNDATION COURSES AND ADD ON COURSES**

The foundation courses to be designed and delivered by the institutions to their students enrolled under the present MBA Programme will be decided by the Board of Studies from time to time. In case of add on courses also, the Board of Studies could decide on the type and nature of the courses as well as the possible collaborations and partnership with various bodies. It is recommended that each college organize one week to ten days of induction programme for the student of I semester before the commencement of classes. Similar induction could be planned at the time of the commencement of III Semester of MBA also.

## 21. COURSE MATRIX

SUBJECTS	PAPER	INSTRUCTION HRS/WEEK	DURATION OF EXAM(HRS)	MARKS			CREDITS
				IA	EXAM	TOTAL	
<b>A) I SEMESTER</b>							
<b>CORE SUBJECTS:</b> 1.1 ECONOMICS FOR MANAGERS 1.2 ORGANIZATIONAL BEHAVIOUR 1.3 ACCOUNTING FOR MANAGERS 1.4 STATISTICS FOR MANAGEMENT 1.5 MARKETING FOR CUSTOMER VALUE 1.6 BUSINESS AND INDUSTRY	6T	6X4	6X3	6X30	6X70	6X100	6X4
<b>SOFT CORE:</b> 1.7 COMMUNICATION SKILLS	1T	1X2	1X3	1X30	1X70	1X100	1X2
<b>TOTAL CREDITS</b>							<b>26</b>

SUBJECTS	PAPER	INSTRUCTION HRS/WEEK	DURATION OF EXAM(HRS)	MARKS			CREDITS
				IA	EXAM	TOTAL	
<b>B) II SEMESTER</b>							
<b>CORE SUBJECTS:</b> 2.1 TECHNOLOGY FOR MANAGEMENT 2.2 MANAGERIAL RESEARCH METHODS 2.3 ENTREPRENEURSHIP AND ETHICS 2.4 HUMAN CAPITAL MANAGEMENT 2.5 FINANCIAL MANAGEMENT 2.6 QUANTITATIVE TECHNIQUES AND OPERATIONS RESEARCH	6T	6X4	6X3	6X30	6X70	6X100	6X4
<b>SOFT CORE:</b> 2.7 INNOVATION MANAGEMENT	1T	1X2	1X3	1X30	1X70	1X100	1X2
<b>TOTAL CREDITS</b>							<b>26</b>

SUBJECTS	PAPER	INSTRUCTION HRS/WEEK	DURATION OF EXAM(HRS)	MARKS			CREDITS
				IA	EXAM	TOTAL	
<b>C) III SEMESTER</b>							
<b>CORE SUBJECTS:</b> 3.1 STRATEGIC MANAGEMENT & CORPORATE GOVERNANCE  3.2 PROJECTS AND OPERATIONS MANAGEMENT  <b>ELECTIVE SUBJECTS</b> 3.3 FINANCE 3.4 MARKETING 3.5 HUMAN RESOURCES 3.6 HEALTH CARE MANAGEMENT 3.7 BANKING FINANCE AND INSURANCE SERVICES MANAGEMENT (BFIS) 3.8 STARTUPS AND SMES MANAGEMENT <i>THREE ELECTIVES IN            SPECIALIZATION STREAMS</i>	5T	5X4	5X3	5X30	5X70	5X100	5X4
<b>3.9 OPEN ELECTIVE:</b>	1T	1X3	1X3	1X30	1X70	1X100	1X3
3.10 PROJECT WORK FOR 4 WEEKS				1X50	-	1X50	1X3
<b>TOTAL CREDITS</b>							<b>26</b>

SUBJECTS	PAPER	INSTRUCTION HRS/WEEK	DURATION OF EXAM(HRS)	MARKS			CREDITS
				IA	EXAM	TOTAL	
<b>D) IV SEMESTER</b>							
<b>CORE SUBJECT:</b> 4.1 INTERNATIONAL BUSINESS DYNAMICS  <b>ELECTIVE SUBJECTS</b> 4.2 FINANCE 4.3 MARKETING 4.4 HUMAN RESOURCES 4.5 HEALTH CARE MANAGEMENT 4.6 BANKING FINANCE AND INSURANCE SERVICES MANAGEMENT (BFIS) 4.7 STARTUPS AND SMES MANAGEMENT <i>THREE ELECTIVES IN SPECIALIZATION            STREAMS</i>	4T	4X4	4X3	4X30	4X70	4X100	4X4
4.8 DISSERTATION FOR 6 WEEKS	-	4	REPORT EVALUATION VIVA	1X50	1X200	1X250	1X8 1X2
<b>TOTAL CREDITS</b>							<b>26</b>
<b>PROGRAM GRAND TOTAL OF CREDITS</b>							<b>104</b>

## ELECTIVES UNDER SPECIALIZATION STREAMS

III SEMESTER	IV SEMESTER
<b>3.3 FINANCE</b>	<b>4.2 FINANCE</b>
3.3.1 INDIAN FINANCIAL SYSTEM 3.3.2 CORPORATE TAX PLANNING AND MANAGEMENT 3.3.3 CORPORATE VALUATION AND RESTRUCTURING	4.2.1 INVESTMENT ANALYSIS AND MANAGEMENT 4.2.2 INTERNATIONAL FINANCIAL MANAGEMENT 4.2.3 RISK MANAGEMENT AND DERIVATIVES
<b>3.4 MARKETING</b>	<b>4.3 MARKETING</b>
3.4.1 RETAILING MANAGEMENT AND SERVICES 3.4.2 CONSUMER BEHAVIOR 3.4.3 RURAL AND AGRICULTURAL MARKETING	4.3.1 STRATEGIC BRAND MANAGEMENT 4.3.2 INTERNATIONAL MARKETING STRATEGY 4.3.3 DIGITAL MARKETING
<b>3.5 HUMAN RESOURCES</b>	<b>4.4 HUMAN RESOURCES</b>
3.5.1 LEARNING AND DEVELOPMENT 3.5.2 INDUSTRIAL AND EMPLOYEE RELATIONS 3.5.3 PERFORMANCE MANAGEMENT SYSTEM	4.4.1 STRATEGIC HRM 4.4.2 INTERNATIONAL HRM 4.4.3 TALENT AND KNOWLEDGE MANAGEMENT
<b>3.6 HEALTH CARE MANAGEMENT</b>	<b>4.5 HEALTH CARE MANAGEMENT</b>
3.6.1 PERSPECTIVES ON HEALTH CARE SECTOR 3.6.2 MANAGEMENT OF PUBLIC HEALTH SYSTEMS 3.6.3 HEALTH ECONOMICS	4.5.1 BASIC MANAGEMENT ASPECTS OF HEALTH CARE 4.5.2 STRATEGIC MANAGEMENT IN HEALTH CARE SETTINGS 4.5.3 MANAGEMENT OF HOSPITAL SERVICES
<b>3.7. BANKING FINANCE AND INSURANCE SERVICES MANAGEMENT (BFIS)</b>	<b>4.6 BANKING FINANCE AND INSURANCE SERVICES MANAGEMENT (BFIS)</b>
3.7.1 STRATEGIC CREDIT MANAGEMENT IN BANKS 3.7.2 INSURANCE PLANNING & MANAGEMENT 3.7.3 INDIAN FINANCIAL SYSTEM	4.6.1 BANKING TECHNOLOGY AND MANAGEMENT 4.6.2 INTERNATIONAL FINANCIAL MANAGEMENT 4.6.3 RISK MANAGEMENT FOR BANKS AND INSURANCE COMPANIES
<b>3.8 STARTUPS AND SMES MANAGEMENT</b>	<b>4.7 STARTUPS AND SMES MANAGEMENT</b>
3.8.1 PERSPECTIVES ON STARTUPS AND SME 3.8.2 BASIC MANAGEMENT ASPECTS OF SMALL BUSINESS 3.8.3 ESTABLISHMENT OF SMES	4.7.1 TECHNOLOGY AND INNOVATION 4.7.2 INTERNATIONALIZATION OF SMES 4.7.3 MANAGEMENT OF STARTUPS

**MASTER OF BUSINESS ADMINISTRATION [DAY]  
UNDER  
CHOICE BASED CREDIT SYSTEM (CBCS)**

**(2014 - 2015 ONWARDS)**

**COURSE CONTENT OF FIRST SEMESTER**

**CANARA BANK SCHOOL OF MANAGEMENT STUDIES,  
BANGALORE UNIVERSITY, BANGALORE**

# COURSE MATRIX

## FIRST SEMESTER

<b>PAPER</b>	<b>SUBJECT</b>
1.1	Economics for Managers
1.2	Organizational Behavior
1.3	Accounting for Managers
1.4	Statistics for Management
1.5	Marketing for Customer Value
1.6	Business and Industry
1.7	Communication Skills



# 1.1 ECONOMICS FOR MANAGERS

## 1. GENERAL INFORMATION

Credits	4
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Hours per week	4
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## 2. PERSPECTIVE OF THE COURSE

This course is designed to impart knowledge of the concepts and principles of Economics, which govern the functioning of a firm/organization under different market conditions. It further aims at enhancing the understanding capabilities of students about macro-economic principles and decision making by business and government.

## 3. COURSE OBJECTIVES AND OUTCOMES

### OBJECTIVES

- To make the students aware of the various economic theories and principles
- To equip them with the required tools and techniques for improving their decision-making skills.

### OUTCOMES

- The student must have micro and macro-economic perspective to understand the under pinning of management.

## 4. COURSE CONTENT AND STRUCTURE

1

### MODULE ONE: INTRODUCTION TO MANAGERIAL ECONOMICS

8 HOURS

Introduction to Economics, Kinds of Economic Decisions, Significance and applicability of Managerial Economics in decision making, Role and responsibilities of Managerial

Economics, Economic principles relevant to managerial decision making, Opportunity cost, Production possibility curve, Concept of increments and Margin, Discounting principle, Theory of firm.

2

**MODULE TWO: DEMAND ANALYSIS AND CONSUMER BEHAVIOR**

**10 HOURS**

Demand theory and analysis, Elasticity of Demand and its role in Managerial decision making, Demand forecasting, Techniques of Demand forecasting,

Consumers Equilibrium, Cardinal utility approach, Indifference curve approach, Theory of revealed preference, Consumer surplus

3

**MODULE THREE: THEORY OF PRODUCTION AND ANALYSIS OF COST**

**10 HOURS**

Laws of variable proportions and Return to scale, Economies of scale, Isoquants and Isocost, Optimum combination of inputs, Elasticity of substitutions; Cost concepts: Kind of costs, Short run and long run cost functions, Interrelationship of cost, Cost reduction and cost control.

4

**MODULE FOUR: DETERMINATION OF PRICE AND OUTPUT**

**10 HOURS**

Concept of Market equilibrium and Revenue curves, Characteristics of different market structures, Price determination and firms equilibrium under perfect competition, monopolistic competition, oligopoly and monopoly, Price discrimination, International price discrimination and dumping, Pricing methods

5

**MODULE FIVE: FACTOR MARKET AND FACTOR PRICING**

**8 HOURS**

Theories of factor pricing: wages and rent, Theories of interest and investment decisions, Profit and profit functions.

# 6

## MODULE SIX: MACROECONOMIC ANALYSIS AND POLICY

10 HOURS

**National Income:** Concept and measurement, Circular flow of economic activities, Keynesian analysis: Keynesian theory of employment, consumption function, investment function, multiplier, relevance of Keynesian economics in underdeveloped countries, Business cycle, Money supply and Inflation.

### 5. PEDAGOGY

Case studies to testify the complexity of economic theory as applicable to real life and to provide enhanced insight to comprehend the economics concepts illustrated in each chapter.

### 6. TEACHING AND LEARNING RESOURCES

- a) [www.bibilomania.com/nonfiction/smith/wealth/index.html](http://www.bibilomania.com/nonfiction/smith/wealth/index.html)
- b) [www.planningcommission.gov.in/](http://www.planningcommission.gov.in/)
- c) [www.wsj.com](http://www.wsj.com)
- d) [www.netec.wustl.edu/WebEc/WebEc.html](http://www.netec.wustl.edu/WebEc/WebEc.html)
- e) [www.nber.org](http://www.nber.org)
- f) [www.economist.com](http://www.economist.com)
- g) [www.slate.com](http://www.slate.com)
- h) Economic and Political weekly, Mumbai, Economic & Political Weekly Research Foundation
- i) Indian Economic review, Delhi school of Economics
- j) Indian Economic Journal, Indian Economic Association.

### 7. RECOMMENDED READINGS

#### ESSENTIAL READINGS

1. Dwivedi D.N, "Managerial Economics", Vikas Publication
2. PindyckRubinfeld& Mehta, "Micro Economics", Pearson

#### REFERENCES

1. RitikaSinha : Managerial Economics, SBPD Publishing House
2. Damodaran Suma: Managerial Economics, Oxford University Press
3. Petersen Lewis & Jain: Managerial Economics, Pearson
4. Paul A Samuelson and William D Nordhaus : Economics, McGraw Hill
5. Geethika, Ghosh&Choudary : Managerial Economics, McGraw Hill

# 1.2 ORGANIZATIONAL BEHAVIOUR

## 1. GENERAL INFORMATION

Credits	4
Hours per week	4

## 2. PERSPECTIVE OF THE COURSE

Management deals with individuals in the organizational context. People have diversified personalities, attitudes, perceptions and behaviours. After their entry, they cannot remain as individuals. But, organizations have their own culture, leadership and conflicts. It is this subject which blends incompatible ones into a whole. Understanding the individual and organizational behaviours would go a long way in bringing about this perspective.

## 3. COURSE OBJECTIVES AND OUTCOMES

### OBJECTIVES

- To enhance the understanding of the dynamics of interactions between individual and the organization.
- To facilitate a clear perspective to diagnose and effectively handle human behavior issues in Organizations.
- To develop greater insight into their own behavior in interpersonal and group, team, situations.

### OUTCOMES

- The degree to which one can make an individual to think beyond self is the real outcome of the course.

## 4. COURSE CONTENT AND STRUCTURE

<b>1</b>	<b>MODULE ONE</b>	<b>6 HOURS</b>
	The meaning of OB, Why study organizational behaviour, Organizationalbehaviour models, Benefits of studying OB, Inter- disciplinary subject.	
<b>2</b>	<b>MODULE TWO</b>	<b>12 HOURS</b>
	Personality, Shaping of personality, Determinants of personality, Types of personalities, Personality and work,Self-concept, self-esteem and self-efficiency, Perception, perceptual process, Managing the perceptual process;  Learning process, Reward systems and behavioral management, Theoretical process of learning, Principles of learning, Reward and punishment, Organizational reward system  Attitude formation, Functions, Change of attitude, Types of attitudes, Values	
<b>3</b>	<b>MODULE THREE</b>	<b>19 HOURS</b>
	Management of motivation: Motivation in work settings, Managerial issues and challenges. Theories, Maslow's need theory, McGregor theory XY, Herzberg's Motivation Hygiene theory,Vroom's Valence and Instrumentality  Team building and group dynamics,Working teams and team effectiveness, Intra team dynamics, Influence of the group on individual, Group decision making, Inter group relations, Collaboration and conflict, Conflict management  Dynamics of managerial leadership, What is leadership, Transition in leadership theories, Leadership theories, Power and politics, Leadership and managerial change.	

**4**

**MODULE FOUR**

**8 HOURS**

Conflict, Intra,interpersonal, intergroup conflicts and their resolution, Transactional analysis, Johari window

**5**

**MODULE FIVE**

**5 HOURS**

Culture, Types of culture in the organization, Culture, Discipline, Organizational effectiveness

**6**

**MODULE SIX**

**6 HOURS**

Change and organizational development, Meaning of change, Stages of change, Why do people resist change, Overcoming resistance to change, Meaning of OD and methods of OD

**5. PEDAGOGY**

The course is expected to use a combination of approaches such as lecture, case discussion, role plays, experiences, exercises, instruments, videos and films

**6. RECOMMENDED READINGS**

**ESSENTIAL READINGS**

1. Fred Luthans, "Organizational Behaviour", 12<sup>th</sup> Edition, McGraw Hill International Edition
2. Stephen P. Robbins, "Organizational Behaviour", 12<sup>th</sup> Edition, Prentice Hall
3. Aswathappa K, "Organizational Behaviour (Text, Cases and Games)", Himalaya Publication

## REFERENCES

1. Gregory Moorhead & Ricky W. Griffin, "Organizational Behaviour, Managing people and organizations", 3<sup>rd</sup> edition, Jaico
2. Jerald Greenberg, "Behavior in Organizations", Tenth edition, Prentice Hall
3. Robert Krietner & Angelo Kinicki, "Organizational Behaviour", Eighth edition, Tata McGraw Hill
4. John M Ivancevich, Robert Konopaske, Michael T Matteson, "Organizational Behaviour and Management", 7<sup>th</sup> edition, Tata McGraw Hill
5. PG Aquinas, "Organizational Behaviour: concepts, realities, application and challenges", First edition, Excel
6. Jason A. Colquitt, Jeffery A. LePine & Michael J Wesson, "Organizational Behavior", McGraw Hill
7. Udai Pareek, "Organizational Behavior", Oxford University Press

# 1.3 ACCOUNTING FOR MANAGERS

## 1. GENERAL INFORMATION

Credits	4
Hours per week	4

## 2 PERSPECTIVE OF THE COURSE

Decision making is the core function of a manager. A potential manager must be exposed to the skill of sourcing information and make timely and apt decisions. One document that provides ample information for many decisions is 'Annual Report'. The Annual report, a report prepared by the Management of the company to its owners (the shareholders) informing them about the performance of the company over the preceding financial year, the reasons and analysis for performance, gives adequate information for both insiders of the company and outside stakeholders. However, the big challenge is how to read and understand the report and how to elicit information for making decisions. This course captures the fundamental aspects of financial statements, its analysis and interpretation and techniques for managing cost.

## 3 COURSE OBJECTIVES AND OUTCOMES

### OBJECTIVES

- To enable the students gain knowledge about concepts, principles and techniques of accounting
- To enable the students use financial and cost data in planning, decision making and control

### OUTCOMES

- Financial statements – concepts, conventions and standards that influence preparation of financial statements
- Identifying problem areas in business through various techniques of financial statement analysis
- Managing cost – that is, controlling and reducing cost
- Recent developments in Accounting and its relevance



## 4 COURSE CONTENT AND STRUCTURE

<b>1</b>	<b>MODULE ONE: CONCEPTUAL BASIS FOR ACCOUNTS</b>	<b>6 HOURS</b>
	Introduction, Meaning and definition, understanding forms of Business Organizations, Basic framework of Accounting, objectives and purpose of Accounting information, users of Accounting information, Branches of Accounting, Basic terminology, Fraud and Ethical Issues in accounting.	
<b>2</b>	<b>MODULE TWO: ORIENTATION TO FINANCIAL STATEMENTS</b>	<b>8 HOURS</b>
	Income statement, Balance sheet and notes to accounts – Terms and Jargons in financial statements, Accounting concepts and conventions and GAAP.	
<b>3</b>	<b>MODULE THREE: MEASURING AND REPORTING ASSETS, LIABILITIES AND EQUITY</b>	<b>8 HOURS</b>
	Current Assets, Inventory valuation, Cost formulas (AS-2) Fixed Assets Cost of Acquisition (AS-10), Depreciation methods (AS-6), Liabilities and its classification.	
<b>4</b>	<b>MODULEFOUR: ANALYZING AND INTERPRETING FINANCIAL STATEMENTS</b>	<b>14 HOURS</b>
	Objectives of financial statements analysis, sources of information, standards of comparison, Quality of earnings, window dressing, Beating window dressing, Techniques of financial statement analysis, Analyzing financial statements using Ratio Analysis and Du-Pont Model and Cash flow statement, understanding annual reports and earnings releases.	
<b>5</b>	<b>MODULE FIVE: ORIENTATION TO COST ACCOUNTING</b>	<b>12 HOURS</b>
	Meaning of Costs, Classification of Costs- mainly based on elements, functions and behavior. Cost Management – Techniques for controlling and reducing cost – Marginal Costing, Cost-volume-profit analysis, Budgetary Control.	

# 6

## MODULE SIX: CONTEMPORARY ISSUES IN ACCOUNTING

8 HOURS

IFRS, Human Resource Accounting, Forensic Accounting, Environmental Reporting, Corporate Social Reporting, Target Costing, Life Cycle Costing.

### 5 PEDAGOGY

- a) Lectures.
- b) Demonstrations.
- c) Practical Exercises – Individual and Group
- d) Case Studies.

### 6 TEACHING AND LEARNING RESOURCES

- a. [www.icai.org/students/Bos-knowledge-portal](http://www.icai.org/students/Bos-knowledge-portal).
- b. [www.icmai.in](http://www.icmai.in)
- c. Journal of Accounting
- d. Indian Journal of Accounting
- e. The Chartered Accountant.

## 7 RECOMMENDED READINGS

### ESSENTIAL READINGS

1. Narayanaswamy R, Financial Accounting- A managerial perspective, PHI Learning Pvt Ltd 2014.
2. Gupta, Ambrish, “Financial Accounting for Management – An Analytical Perspective”; Pearson Publications
3. Ramachandran and Kakani- Financial Accounting for Management, Tata McGraw Hill.
4. Vijaykumar M P., “First Lessons in Financial Reporting”, Snow White Publications
5. Chandra, Prasanna, “Finance Sense – Finance for Non-finance Executives”, Tata McGraw Hill
6. Agarwal, V. Rakesh, “Systematic Approach to Cost Accounting”, Bharat Publications

### REFERENCES

1. Tulsian and Tulsian, “ Financial Reporting”, S.Chand
2. Kishore, M. Ravi, “Advanced Cost Accounting and Cost systems”, Taxmann Publications
3. Ramachandran, and Kakani, “How to Analyze Financial Statements”, Tata McGraw Hill
4. Palat, Raghu, “How to Read Annual Reports and Balance Sheets”, JAICO Publishing House
5. Dash A.P., “Financial Wisdom – Finance for Non-Finance Executives”, Biztantra

# 1.4 STATISTICS FOR MANAGEMENT

## 1. GENERAL INFORMATION

Credits	4
Hours per week	4

## 2. PERSPECTIVE OF THE COURSE

Statistics education research over the last decade has pointed out the development of statistical literacy and interpretive skills as a universally recognized goal of instruction (Rumsey, 2002; delMas, 2002). Chance (1997) argued that as instructional goals in statistics courses change emphasizing statistical literacy skills over procedural calculations, there is need for instructors to accompany these new goals with more authentic assessment techniques to evaluate progress towards these goals. This course is designed to adopt Gal’s conception of adult statistical literacy as “the ability to interpret, critically evaluate, and communicate about statistical information and messages” (Gal, 2002).

Gal’s statistical literacy model comprises two broad interrelated components; namely: (1) knowledge component which consists of five cognitive elements: literacy skills, statistical knowledge, mathematical knowledge, context knowledge, and critical questions; and (2) dispositional component which consists of three related but distinct concepts; namely: critical stance, beliefs and attitudes.

## 3. COURSE OBJECTIVES AND OUTCOMES

### OBJECTIVES

- To elevate students’ awareness of data in everyday life and prepare them for a career in today’s age of information.
- To impart to students, an assured level of competence, or understanding, of the basic ideas, terms, and language of statistics.
- To develop statistical literacy skills in students in order to comprehend and practice statistical ideas at many different levels.

- To promote the practice of the scientific method in our students: the ability to identify questions, collect evidence (data), discover and apply tools to interpret the data, and communicate and exchange results.

## OUTCOMES

- At the end of this course, students will achieve statistical literacy and will be able to find ways to move beyond the-what of statistics to the how and why of statistics.

## 4. COURSE CONTENT AND STRUCTURE

<b>1</b>	<p><b>MODULE ONE</b> <span style="float: right;"><b>8 HOURS</b></span></p> <p>Role of statistics: Applications of statistics in managerial decision-making; Phases of a statistical study, Presentation of data to convey meaning - Tables, Graphs and Frequency Distribution</p> <p>Measures of central tendency: Mean, Median and Mode and their implications, Measures of Dispersion: Range, Mean deviation, Standard deviation, Coefficient of Variation, Skewness, Kurtosis</p>
<b>2</b>	<p><b>MODULE TWO</b> <span style="float: right;"><b>12 HOURS</b></span></p> <p>Time series analysis: Concept, Additive and Multiplicative models, Components of time series. Trend analysis: Least Square method, Linear and Non- Linear equations, Exponential shooting method, Applications in business decision-making.</p> <p>Index Numbers: Meaning, Types of index numbers, Uses of index numbers, Construction of Price, Quantity and Volume indices, Fixed base and Chain base methods</p> <p>Correlation: Meaning and types of correlation, Karl Pearson and Spearman rank correlation.</p> <p>Regression: Meaning, Regression equations and their application</p>

3

**MODULE THREE**

**10 HOURS**

Probability: Concept of probability and its uses in business decision-making; Addition and multiplication theorems; Bayes' Theorem and its applications.

Probability Theoretical Distributions: Concept and application of Binomial; Poisson and Normal distributions

4

**MODULE FOUR**

**8 HOURS**

Introduction to sampling distributions, Sampling distribution of mean and proportion, Sampling techniques

Estimation: Point and Interval estimates for population parameters of large sample and small samples, Determining the sample size.

5

**MODULE FIVE**

**8 HOURS**

Estimation Theory and Hypothesis Testing: Sampling theory; Formulation of Hypotheses; Application of Z-test, t-test, F-test and Chi-Square test

Techniques of association of Attributes & Testing

ANOVA one and two way, Design of experiments

6

**MODULE SIX**

**10 HOURS**

Chi-square test for single sample standard deviation, Chi-square tests for independence of attributes and goodness of fit, Sign test for paired data, Rank sum test

Kolmogorov-Smirnov, Test for goodness of fit, comparing two populations

Mann – Whitney U test and Kruskal Wallis test, One sample run test, rank correlation

Decision Theory – Decision under certainty, Decision making under risk (EMV criteria) and Decision making under uncertainty.

## 5. PEDAGOGY

Irrespective of where an individual is involved in the chain of statistical information, there is a necessity for a rudimentary understanding of the concepts and language, a level of reasoning- the abilities to question, compare, and explain and a level of statistical thinking- applying the ideas to new problems and identifying new questions. Towards this end, case studies will be extracted from Newspapers and Magazines regarding daily life and explored. These case studies will be in addition to the actual teaching hours expended in imparting statistical methods.

## 6. TEACHING AND LEARNING RESOURCES

- a) [www.socr.ucla.edu/](http://www.socr.ucla.edu/)
- b) [www.ats.ucla.edu/stat/seminars/statteach/sites.htm](http://www.ats.ucla.edu/stat/seminars/statteach/sites.htm)
- c) [www.statsci.org/teaching.html](http://www.statsci.org/teaching.html)
- d) [www.onlinestatbook.com/2/chi\\_square/Chi\\_Square.html](http://www.onlinestatbook.com/2/chi_square/Chi_Square.html)
- e) Any Online Newspapers, Journals and Magazines.

## 7. RECOMMENDED READINGS

### ESSENTIAL READINGS

1. T N Srivastava, Shailaja Rego, Statistics for Management, Tata McGrawhill, Latest edition.
2. S P Gupta, Statistical Methods, Sultan Chand & Sons, Latest edn.
3. Glynn Davis and Branko Pecar, Business Statistics using Excel. Oxford University press, 2010
4. J. K. Sharma, Fundamentals of Business Statistics, 2nd Edition, Vikas Publication, 2014.

### REFERENCE

1. SC Gupta, Fundamentals of Statistics, Himalaya Publications. 2013.
2. N.D. Vohra, Business Statistics, Tata McGrawHill, 2013

# 1.5 MARKETING FOR CUSTOMER VALUE

## 1. GENERAL INFORMATION

Credits	4
Hours per week	4

## 2. PERSPECTIVE OF THE COURSE

This paper introduces students to the crucial role that marketing plays in business development. Marketing is an important function that brings companies and clients closer together. It is the application, tracking and review of a Company's marketing resources and activities. Establishing a marketing orientated organization with the emphasis on the customer is a core component in an organization's success. Students will obtain good knowledge and understanding of the key principles of marketing and will be able to relate what they learn in this paper to situations in their workplace.

## 3. COURSE OBJECTIVES AND OUTCOMES

### OBJECTIVES

- To elevate students' awareness of an organization's resources required for Marketing in today's age of information
- To develop marketing skills
- To understand the requirements of a career in marketing

### OUTCOMES

- The scope of a business' marketing management depends on the size of the business and the industry in which the business operates. Students will be able to use a company's resources to increase its customer base, improve customer opinions of the company's products and services, and increase the company's perceived value.

## 4. COURSE CONTENT AND STRUCTURE

- 1** **MODULE ONE: ESSENTIALS OF MARKETING** **8 HOURS**

Importance of marketing, Core marketing concepts, Company orientation towards market place, Marketing management tasks, Marketing strategies and plans, SWOT analysis, Marketing environment, Competitive dynamics
- 2** **MODULE TWO: CREATING/CHOOSING CUSTOMER VALUE** **8 HOURS**

Customer value, satisfaction and loyalty, Customer relationships, Life time value of customers, Customer databases, Buying decision process, Market segments and targets, Product life cycle strategies, Brand positioning, Brand equity
- 3** **MODULE THREE: DESIGNING CUSTOMER VALUE** **10 HOURS**

Characteristics and classifications of products, Product and service differentiation, Product mix, hierarchy, line etc, Nature and characteristics of services, Excellence in services

Pricing strategies: Pricing environment, Steps in price setting, Methods of pricing, Initiating and responding to price changes.
- 4** **MODULE FOUR: DELIVERING CUSTOMER VALUE** **10 HOURS**

Marketing channels and value networks, Decisions on design and management of channels, Channel conflict and competition, Channel integration, E-Commerce marketing practices, New retail environment, Market logistics, Supply chain management



5

**MODULE FIVE: COMMUNICATING CUSTOMER VALUE**

**12 HOURS**

Role of Integrated marketing communications, Steps in designing effective communications, Communication mix, Managing mass communications like advertizing, sales promotion, events and experiences, public relations etc; Managing personal communications like direct marketing, interactive marketing, Email, SMS, Social media, sales force etc

6

**MODULE SIX: SUSTAINING GROWTH AND CUSTOMER VALUE**

**8 HOURS**

New product development strategy, Steps in new product development

Managing holistic marketing organization: Internal marketing, CSR, Cause related and socially responsible marketing, Marketing control

**5. PEDAGOGY**

Irrespective of where an individual is involved in the course of business, there is a necessity for a rudimentary comprehension of the concepts and language of marketing. Students need to understand marketing situations and strategize towards these states. Towards this end, case studies will be extracted from Newspapers and Magazines regarding daily life and explored.

**6. TEACHING AND LEARNING RESOURCES**

- a. [www.mplans.com](http://www.mplans.com)
- b. [www.marketingtoday.com](http://www.marketingtoday.com)
- c. [www.indianjournalofmarketing.com](http://www.indianjournalofmarketing.com)
- d. [www.indianjournalofmanagement.com](http://www.indianjournalofmanagement.com)
- e. Journal of Marketing
- f. Marketing Education Review
- g. Journal of Consumer Marketing
- h. Journal of Marketing Education
- i. Journal of the Academy of Marketing Science

These case studies will be in addition to the actual teaching hours expended in imparting Marketing Management theory.

## **7. RECOMMENDED READINGS**

### **ESSENTIAL READINGS**

1. Philip Kotler, Kevin Lane Keller, Abraham Koshy and MithileshwarJha, Marketing Management. Pearson Education, Latest edition.
2. Etzel, Walker, Stanton & Pandit, Marketing, Tata McGrawhill, Latest edition.

### **REFERENCES**

1. Ramaswamy and Namakumari, “ Marketing Management, Global Perspective, Indian context”, McGraw Hill, Fifth edition, 2013
2. Paul Baines, Chris Hill and Kelly Page, Marketing Management, Adapted by PiyushSinha, Asian Edition, Oxford University Press.
3. Lambhair Sharma, McDaniel, Marketing Management. Cengage Learning Pvt. Ltd., 2012.
4. William D Perreault and Jerome McCarthy, “ Basic Marketing: A Global Managerial Approach”, Tata McGraw Hill, 2006
5. Adrian Palmer, Introduction to Marketing, Oxford

# 1.6 BUSINESS AND INDUSTRY

## 1. GENERAL INFORMATION

Credits	4
Hours per week	4

## 2. PERSPECTIVE

Students are pursuing the management courses in the context of the world of business and industry. Such perspective during the course itself gives them an edge over others who grasp subsequent to their becoming insiders of organizations. Hence, this understanding must cover not only the Indian economy but Indian business/industry also. An overview of the context in which one is operating is essential. An attempt is made to give a feel and insight into the world of business and industry in India in particular and Indian economy in general.

## 3. OBJECTIVES AND OUTCOMES

This course aims at

- To enumerate the fundamentals of Indian economy, business and industry
- To study the present status of Business & Industry in India
- To get a glimpse of future challenges

The outcome of this course is the level of understanding of the dynamics of business and industry by students.

## 4. COURSE CONTENT AND STRUCTURE

The course has been divided into six modules to cover the several dimensions of Business and Industry and various aspects of environment in which they operate.

1

**MODULE ONE: AN OVERVIEW OF INDIAN ECONOMY**

**6 HOURS**

The structure of Indian Economy, Pillars of Economic Development, Role and contribution of Agriculture, Industry and Services; Performance, recent trends and future scenario of these sectors in Indian Economy. *(Relevant and latest data have to be used extensively wherever necessary)*

2

**MODULE TWO: ESSENTIALS OF BUSINESS & INDUSTRY**

**10 HOURS**

Meaning, nature, role and importance of business and industry, Functions and processes, Internal and external influences, Different forms of enterprises, Interaction and linkages with Government and civil society, Macro environment.

Types of Productive Systems, The Manorial or Feudal system, The Guild system, Characteristics of The domestic/putting-out/outsourcing systems, and the Factory system, Causes and Consequences of industrialization, The IT system of industrialisation-services, enabled services, linkage with Manufacturing & Agriculture

3

**MODULE THREE: EVOLUTION OF BUSINESS & INDUSTRY IN INDIA**

**8 HOURS**

Structure of Indian society, Glimpse of economic activity in ancient times, British Raj, Swadeshi movement, Post-Independence scenario, Licence-Permit Raj, LPG era, Economic reforms since 1991, Entrepreneurship Culture in India, Industrial Policy, 2014 & Changing economic policy era.

4

**MODULE FOUR: STRUCTURE AND STATUS OF BUSINESS & INDUSTRY IN INDIA**

**15 HOURS**

Unregistered firms/Bagedari sector, Start-ups and MSME sector, Large Scale enterprises, Export oriented companies, MNCs in India, Family Business, Industry associations and bodies, Profile of eminent industry persons and houses.

Present status and performance of Agriculture and allied fields like horticulture, food

processing, animal husbandry, fishing, contract farming etc; Industry sectors like textiles, chemicals, sugar, paper, machine tools, auto components, engineering products, pharmaceutical, biotechnology, semiconductor, hardware products, coal, mining, consumer durables, FMCG etc.;Service sectors like information technology, hospitality, tourism, health care, banking, financial services, insurance, tourism, retail etc.

5

**MODULE FIVE: GROWTH OF BUSINESS & INDUSTRY**

**8 HOURS**

Nature and types of crisis, Physical damage crisis, non-physical damage crisis, Stages of crisis like pre crisis stage, acute crisis, post crisis, consequences of and strategies for managing crisis; Management of human and other resources, changing manpower requirements, Growth dimensions and phases, growth barriers, succession and exit strategies.

6

**MODULE SIX: INTERFACE WITH VOLUNTARY ORGANIZATIONS**

**8 HOURS**

Provisions of Companies Act 2013, CSR Rules, 2013; Meaning, characteristics and role of non-governmental organizations (NGOs), Voluntary Organisations (VOs), Non-profit organizations (NPOs), Civil society organizations (CSOs), Types of NGOs by orientation, level of co-operation, scope and coverage, Present status of third sector in India

**5. PEDAGOGY AND CASE STUDIES:**

- Lectures
- Case Discussions and Practical Visits to Industry and NGOs
- Assignments and Presentations
- Workshops by Rural and NGO Promoters / Managers / Experts.

## 6. RECOMMENDED READINGS

### ESSENTIAL READINGS

1. Ashwani Mahajan & Gaurav Datt “Datt & Sundharam Indian Economy” S chand 2013, 69th Edition.
2. Nitin Dhingra & Ishwar C Dhingra “Developing New Enterprise” Cosmos Bookhive 2014, 1<sup>st</sup> edition.
3. Osama Lari “Industrial sociology” Word Press publication, 2010, 1<sup>st</sup> edition.
4. Uma Kapil, “Indian economy – Performance and Policies” Academic Foundation 2009, 8<sup>th</sup> edition.
5. Vaidyanathan. R “Reforming the reforms process” Silver jubilee research volume, IIMB India.
6. Harvard Business Essentials, “Crisis Management: Master the Skills to Prevent Disasters” Harvard Business Review Press (20 September 2011).
7. PRIA (2000) “Defining the sector in India –voluntary, civil or non-profit” Working paper 1 New Delhi.
8. Sushilaravindranath “The CII Entrepreneur’s Handbook” Westland Ltd, 2010.

### REFERENCES

1. Dr. Yogesh M. Kulkarni “Performance of Indian Industrial Sector” Binding: HBR  
Year: 2011
2. Bachcha & Pathak “industrial policy-India” Deep and Deep publication Pvt ltd, 2007.
3. C. V. Madhavi “Business in Crisis” Create Space Independent Publishing Platform.

## 7. TEACHING AND LEARNING RESOURCES

1. [www.wikipedia.com](http://www.wikipedia.com)
2. [www.industryreview.com](http://www.industryreview.com)
3. [www.bls.gov/opub/mlr/2008/12/art3full.pdf](http://www.bls.gov/opub/mlr/2008/12/art3full.pdf)
4. [http://en.wikipedia.org/wiki/Putting-out\\_system](http://en.wikipedia.org/wiki/Putting-out_system)
5. [http://www.universityofcalicut.info/SDE/BA\\_sociology\\_indian\\_society.pdf](http://www.universityofcalicut.info/SDE/BA_sociology_indian_society.pdf)
6. [http://en.wikipedia.org/wiki/Economic\\_history\\_of\\_India](http://en.wikipedia.org/wiki/Economic_history_of_India)

7. [http://orissa.gov.in/e\\_magazine/Orissareview/aug2005/engpdf/the%20swadeshi%20movement.pdf](http://orissa.gov.in/e_magazine/Orissareview/aug2005/engpdf/the%20swadeshi%20movement.pdf)
8. [http://zeenews.india.com/business/slideshow/indian-economy-a-journey-of-last-66-years\\_68.html/10](http://zeenews.india.com/business/slideshow/indian-economy-a-journey-of-last-66-years_68.html/10)
9. <http://business.mapsofindia.com/india-policy/liberalization-privatization-globalization.html>
10. <http://www.slideshare.net/shahavish/industrial-policy-from-1948-1991>
11. <http://msme.gov.in/Web/Portal/New-Default.aspx>
12. [http://www.eximguru.com/exim/eou/ch\\_1\\_export\\_oriented\\_units\\_eous\\_introduction.aspx](http://www.eximguru.com/exim/eou/ch_1_export_oriented_units_eous_introduction.aspx)
13. <http://business.mapsofindia.com/india-company/multinational.html>
14. [http://www.encubeindia.com/downloads/indian\\_family\\_businesses.pdf](http://www.encubeindia.com/downloads/indian_family_businesses.pdf)
15. [http://nrlp.iwmi.org/PDocs/DReports/Phase\\_01/04.%20WTO%20and%20agriculture%20-%20RPS%20Malik.pdf](http://nrlp.iwmi.org/PDocs/DReports/Phase_01/04.%20WTO%20and%20agriculture%20-%20RPS%20Malik.pdf)
16. [http://mospi.nic.in/Mospi\\_New/upload/SYB2014/CH-9-HORTICULTURE/horticulture.pdf](http://mospi.nic.in/Mospi_New/upload/SYB2014/CH-9-HORTICULTURE/horticulture.pdf)
17. <http://www.asa.in/pdfs/surveys-reports/Food-Processing-Sector-in-India.pdf>
18. <http://pib.nic.in/archieve/others/2012/mar/d2012031308.pdf>
19. <http://www.slideshare.net/sathishhs7/nature-and-scope-of-contract-farming-in-india>
20. <http://www.slideshare.net/AnujDiwakar/gptaie>
21. [http://en.wikipedia.org/wiki/Chemical\\_industry](http://en.wikipedia.org/wiki/Chemical_industry)
22. [http://www.in.kpmg.com/pdf/Indian\\_Sugar\\_Industry.pdf](http://www.in.kpmg.com/pdf/Indian_Sugar_Industry.pdf)
23. <http://www.yieldopedia.com/paneladmin/reports/07dc15673834d4ced6b89a854c4b2980.pdf>
24. [http://dhi.nic.in/indian\\_machine\\_tools\\_industry.pdf](http://dhi.nic.in/indian_machine_tools_industry.pdf)
25. <http://www.tsmg.com/download/article/Overview%20of%20the%20Indian%20Auto%20Component%20industry.pdf>

26. <http://www.cci.in/pdfs/surveys-reports/Engineering-Sector-in-India.pdf>
27. <https://www.in.kpmg.com/pdf/Indian%20Pharma%20Outlook.pdf>
28. [http://www.ebtc.eu/pdf/Indian\\_Biotechnology\\_Sector-Overview\\_VO1.pdf](http://www.ebtc.eu/pdf/Indian_Biotechnology_Sector-Overview_VO1.pdf)
29. [http://www.ibef.org/download/Semiconductor\\_171109.pdf](http://www.ibef.org/download/Semiconductor_171109.pdf)
30. [http://nmcc.nic.in/pdf/ithardware\\_03july2010.pdf](http://nmcc.nic.in/pdf/ithardware_03july2010.pdf)
31. <https://www.pwc.in/assets/pdfs/industries/power-mining/icc-coal-report.pdf>
32. <http://pubs.iied.org/pdfs/G00615.pdf>
33. <http://www.surechill.com/pdf/India-refrigerator-market.pdf>
34. [http://www.ibef.org/download/FMCG\\_060710.pdf](http://www.ibef.org/download/FMCG_060710.pdf)
35. <http://perso.univ-rennes1.fr/eric.darmon/floss/papers/MATHUR.pdf>
36. <http://www.ibef.org/industry/tourism-hospitality-india.aspx>
37. <http://164.100.47.134/intranet/TourismSectorInIndia.pdf>
38. <http://www.slideshare.net/ankitag9/healthcare-industry-ppt>
39. <http://www.slideshare.net/verma786786/insurance-sector-ppt>
40. [http://www.rasci.in/downloads/2012/Retail\\_Industry\\_India\\_2012.pdf](http://www.rasci.in/downloads/2012/Retail_Industry_India_2012.pdf)
41. <http://www.scribd.com/doc/29700613/Crisis-Management-Ppt>
42. <http://www.tutor2u.net/business/strategy/crisis-management-introduction.html>
43. <http://www.slideshare.net/BabasabPatil/human-resource-management-ppt>
44. [http://www.cf-sn.ca/business/business\\_succession/common\\_exits.php](http://www.cf-sn.ca/business/business_succession/common_exits.php)
45. [http://www.nesta.org.uk/sites/default/files/barriers\\_to\\_growth\\_0.pdf](http://www.nesta.org.uk/sites/default/files/barriers_to_growth_0.pdf)
46. <http://hbr.org/1998/05/evolution-and-revolution-as-organizations-grow/ar/2>
47. [https://www.pwc.in/en\\_IN/in/assets/pdfs/publications/2013/companies-act-2013-Key-highlights-and-analysis.pdf](https://www.pwc.in/en_IN/in/assets/pdfs/publications/2013/companies-act-2013-Key-highlights-and-analysis.pdf)



# 1.7 COMMUNICATION SKILLS

## 1. GENERAL INFORMATION

Credits	2
Hours per week	2

## 2. PERSPECTIVE OF THE COURSE

A fundamental part of a Manager's job is Decision making and Implementation. Initially, he assists in making decision by collecting information, analyzing and preparing a frame work for Decision Making. At a later stage when he reaches positions of higher responsibility, he takes decision and involves in implementation. A sound decision requires critical analysis of the problem, collection of relevant data; develop clear objectives and later workout an action plan. A logical approach and systematic analytical thinking, Reasoning, use of evidences are essential components of sound decisions. Apart from this, he must also have the required skills to present and communicate. One more dimension is inter-personal and group communication including negotiations. Hence, need of the hour is to develop all such skills hands on.

## 3. COURSE OBJECTIVES AND OUTCOMES

### OBJECTIVES

- To sharpen the Analytical, Written, non-verbal, Spoken Communication and inter-personal Skills essential in organizations involving Decision making and implementation.
- To demonstrate good team work and negotiation skills

### OUTCOMES

- At the end of this course, students will have the clarity about communication skills to be used in organizations.

## 4. COURSE CONTENT AND STRUCTURE

<b>1</b>	<b>MODULE ONE: COMMUNICATION IN BUSINESS</b>	<b>4 HOURS</b>
	Importance of Communication, Forms of Communication, Communication Network of the Organization; Process of Communication: Different Stages, Difference between Oral and Written Communication	
<b>2</b>	<b>MODULE TWO: ORAL COMMUNICATION SKILLS</b>	<b>6 HOURS</b>
	Fundamentals, Barriers and Gateways, Public Speaking, Effective Power point presentation, body language, non-verbal, facial expressions, voice modulation, eye contact, audience research, questions from the audience, communication and emotional intelligence, creativity in oral communication, Communication through Telephonic, video and Skype, Group Discussion.	
<b>3</b>	<b>MODULE THREE: WRITTEN COMMUNICATION SKILLS</b>	<b>8 HOURS</b>
	Writing an Effective Report: Stages of Writing, Style and Tone; Five Ws and one H of Report Writing, Divisions, Numbering and use of Visual Aids, creativity in written communication, use of picture, diagram in written communication, Writing Commercial Letters, E- Mail Messages, Maintaining a Diary, Job applications & resume writing	
<b>4</b>	<b>MODULE FOUR: LISTENING SKILLS</b>	<b>4 HOURS</b>
	Importance and need, types, active and empathic listening, listening and judgment, developing skills, listening and understanding, Anatomy of poor Listening, Features of a good Listener	
<b>5</b>	<b>MODULE FIVE: INTERPERSONAL COMMUNICATIONSKILLS</b>	<b>8 HOURS</b>
	Advantages and disadvantages of utilizing the team work; characteristic features of successful teams; stages of the development of a team; team roles; challenges in team	

working, forms of non-team behaviour.

Conditions of negotiating; strategies of negotiating (win-win, win-loss); participative negotiations; negotiating tactics; cognition and emotions in negotiating; negotiating and ethics

Types and sources of conflicts; the influence of various cultures on the solving of conflicts

## 5. TEACHING AND LEARNING RESOURCES

a. [http://eff.cls.utk.edu/fundamentals/eff\\_standards.htm](http://eff.cls.utk.edu/fundamentals/eff_standards.htm)

b. <http://www.ndted.org/TeachingResources/ClassroomTips/Communication.htm>

## 6. RECOMMENDED READINGS

### ESSENTIAL READINGS

1. Monipally MM, Business communication strategies, McGraw Hill
2. Bovee, Till and Schatzman, Business Communication today, Pearson

### REFERENCES

1. Scot Ober, Contemporary Business Communication, Biztantra
2. ParagDiwan, Business Communication, Excel Book
3. Lesikar, R.V. & Flatley, M.E, Basic Business Communication Skills for Empowering the Internet Generation. Tata McGraw Hill Publishing Company Ltd
4. Ludlow, R. & Panton, F, The Essence of Effective Communications. Prentice Hall of India Pvt. Ltd
5. Chaturvedi P. D, & Mukesh Chaturvedi, Business Communication : Concepts, Cases And Applications –2/e, Pearson Education
6. Murphy, *Effective Business Communication*, McGraw-hill

**MASTER OF BUSINESS ADMINISTRATION [DAY]  
UNDER  
CHOICE BASED CREDIT SYSTEM (CBCS)**

**(2014 - 2015 ONWARDS)**

**COURSE CONTENTS OF SECOND SEMESTER**

**CANARA BANK SCHOOL OF MANAGEMENT STUDIES,**

**BANGALORE UNIVERSITY, BANGALORE**

# COURSE MATRIX

## SECOND SEMESTER

<b>PAPER</b>	<b>SUBJECT</b>
2.1	Technology for Management
2.2	Management Research Methods
2.3	Entrepreneurship and Ethics
2.4	Human Capital Management
2.5	Financial Management
2.6	Quantitative Techniques and Operations Research
2.7	Innovation Management

# 2.1 TECHNOLOGY FOR MANAGEMENT

## 1. GENERAL INFORMATION

Credits	4
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Hours per week	4
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## 2. PERSPECTIVE OF THE COURSE

Today's organizations rely heavily on computer systems. As day-to-day business goals are increasingly affected by these systems, qualified professionals, who can successfully manage, will be required in the business field. This paper is mandatory for aspiring managers who understand and embrace the role of technology within a business and who are ready to make the leap into management within an IT environment. Students are expected to gain skills in strategic information technology and management that they can apply immediately in the workplace.

## 3. COURSE OBJECTIVES AND OUTCOMES

### OBJECTIVES

- To elevate students' awareness of information technology and develop an in-depth and systematic understanding of key aspects of IT Management
- To help students gain a strategic perspective on business
- To evaluate the value of emerging technologies and their competitive advantage

### OUTCOMES

- By the end of the course, students will gain the skills required to navigate through the complexities of managing data and also become the appreciators of technological environment.

## 4. COURSE CONTENT AND STRUCTURE

1

### MODULE ONE

4 HOURS

Introduction and definition of computer, Brief history (Analog, Digital, Binary language), Major components of a computer system, Interfacing with a computer, Hardware and Software with examples, Introduction to languages, compiler, interpreter and assembler. Operating Systems: Definition, Functions, Types and Classification, Elements of GUI based operating system-Windows-Use of menus, tools and commands of windows operating system, Linux and free and open software; Computer Networks: Overview and Types (LAN, WAN and MAN), Network topologies, Internet; Data representation and computer security

2

### MODULE TWO

4 HOURS

Data and Information, MIS, Decision Making and role of MIS, Planning for MIS; System Development Methodologies; Conceptual and detailed designs of MIS

3

### MODULE THREE

10 HOURS

Information systems for strategic advantage, Strategic role for information system, Breaking business barriers, Business process reengineering, Improving business qualities.

Information system analysis and design, Information SDLC, hardware and software acquisition, system testing, documentation and its tools, conversion methods

Decision Support System: Overview, components and classification, Steps in constructing a DSS, Role in business, Group decision support systems, Expert systems.

4

**MODULE FOUR**

**10 HOURS**

System implementation Strategies and process; System Evaluation and Maintenance, Applications – cross –functional MIWS; ERP; CRM; SCM; Transaction Processing; Artificial Intelligence technologies in business: neural networks, fuzzy logic, virtual reality; Executive information systems

5

**MODULE FIVE**

**12 HOURS**

E-commerce: Introduction, Comparison between Traditional commerce and E-commerce, Advantages & disadvantages of E-commerce, Buying & Selling on Internet, Issues in Implementing Electronic Commerce. Applications of Information Technology: Information Technology (IT) applied to various functional areas of management, such as Production / Operations, Marketing, Human Resource, Finance and Materials Management.

Introduction to ERP Systems: Review of DBMS and Transaction processing concepts, Business Processes and integration across functions, Salient features of ERP systems offered by leading vendors, prerequisites and process of implementation.

6

**MODULE SIX**

**16 HOURS**

Introduction to OS and Office Software: Use of MS-Office, Basics of MS-Word, MS-Excel and MS-PowerPoint; Application of these software for documentation and making reports, Preparation of questionnaires, Presentations, Tables and reports (Practical)

Database Management Systems: Overview of DBMS; Components of DBMS, Recent trends in database, RDBMS; MS Access: Overview of MS-Access. Creating tables, queries, forms and reports in MS-Access

Internet Basics, Basic ways of connecting to the internet, Internet Protocol, IP Address, Working with Google Services: Docs, Spreadsheet, presenter, sites etc; Introduction to Oracle or MySQL



## 5. PEDAGOGY

Irrespective of where an individual is involved in the chain of statistical information, there is a necessity for a rudimentary understanding of the concepts of information technology. Towards this end, case studies will be extracted from Newspapers and Magazines regarding daily life and explored. These case studies will be in addition to the actual teaching hours expended in imparting technology for Management theory.

## 6. TEACHING AND LEARNING RESOURCES

- a) [www.socr.ucla.edu/](http://www.socr.ucla.edu/)
- b) [www.ats.ucla.edu/stat/seminars/statteach/sites.htm](http://www.ats.ucla.edu/stat/seminars/statteach/sites.htm)
- c) [www.onlinestatbook.com/2/chi\\_square/Chi\\_Square.html](http://www.onlinestatbook.com/2/chi_square/Chi_Square.html)
- d) [www.statsci.org/teaching.html](http://www.statsci.org/teaching.html)

## 7. RECOMMENDED READINGS

### ESSENTIAL READINGS

1. Kenneth C. Laudon and Jane P. Laudon, "Information Systems", Pearson Publication.2013. Dorling Kindersley (India) Pvt. Ltd.
2. O'Brien, Management, Info Systems, Tata McGrawhill, Latest
3. Giridhar Joshi, Management Information Systems, Oxford University Press, 2013.

### REFERENCES

1. Sudalaimuthu & Hariharan, Information Technology for Managers, Himalaya publications.
2. D.Monley & CS Parker, Understanding Computers Today & Tomorrow, Cengage/Thomson
3. ITL Education Solutions Ltd, Introduction to Computer Science, Pearson
4. D.P. Nagpal, Computer Fundamentals. S. Chand Publishers. 2013
5. Jaiswal & Mital, MIS, Oxford University Press, Latest edition.
6. Raju Chopra, Database Management Systems, S.Chand.

## 2.2 MANAGERIAL RESEARCH METHODS

### 1. GENERAL INFORMATION

Credits	4
Hours per week	4

### 2. PERSPECTIVE OF THE COURSE

This course is designed to help students undertake a research project and guide students through the entire research process. Business and management research involves undertaking systematic research to find out decision outcomes. It is trans-disciplinary, and engages with both theory and practice. The present paper intends to provide comprehensive knowledge & skills about the research methods that are employed to investigate problems in business. The paper discusses various steps in business research and introduces the concepts, tools and techniques that are used at each of these steps thereby, honing the research skills of future managers.

### 3. COURSE OBJECTIVES AND OUTCOMES

#### OBJECTIVES

- To instill a comprehensive and step-wise understanding of the research process with a balanced blend of theory and applicative technique.
- To familiarize students with the types of management problems of organizations.
- To facilitate them develop insights about basic concepts of research designs and methodology aimed at solving business problems.

#### OUTCOMES

- Students can be an asset to the organization by transforming into well equipped and scientifically skilled research professionals and managers by conducting research in every aspect of decision making in the organization.

## 4. COURSE CONTENT AND STRUCTURE

1

### **MODULE ONE: INTRODUCTION TO MANAGEMENT RESEARCH**

**6 HOURS**

Definition, Nature and role of Management Research, Types of Research based on Purpose, Process, Outcome, Nature, Action and Logic, Research concepts, constructs, propositions and hypotheses, Features of a good Research Study, Research Process, and Ethical issues.

2

### **MODULE TWO: RESEARCH PROBLEM, RESEARCH HYPOTHESIS AND RESEARCH DESIGN**

**12 HOURS**

Identification and Selection of the Problem, Definition and Statement of the Problem, Evaluation of the Problem, Criteria and sources for identifying the problem, process of defining the problem.

Nature, Definition and Characteristics of Good Hypothesis, types of hypothesis. Formulation and testing of hypothesis

The Design of Research, Meaning, Need, dimensions and process, types of research design

3

### **MODULE THREE: DATA COLLECTION AND MEASUREMENT CONCEPTS**

**10 HOURS**

Scales of Measurement, Classification of Scales - Single Item v/s Multi Item Scales, Comparative v/s Non-Comparative scales, Continuous Rating Scales; Criteria for Good Measurement

Criteria for Questionnaire Designing; Types of Questionnaire; Questionnaire Design Procedure, Pilot test, validity and reliability of Questionnaire, Cronbachs alpha, interview schedule

Primary Data Collection, Classification of Survey methods, Evaluation Criteria for Survey Methods; Observation Techniques, Classification of Observation Methods, Advantages and Limitations of Observation Techniques

Secondary Data Collection, Classification of Secondary Data Sources, Evaluation of Secondary Data, Roadmap to use Secondary Data, Benefits and Drawbacks of Secondary data

Qualitative methods, Methods, Focus Group Method, Personal Interview Method and Projective Techniques

#### **MODULE FOUR: SAMPLING AND DATA PREPARATION**

**10 HOURS**

**4**

Sampling, Concept of Sample and Target Population, Sample frame, Sample unit and sample size, Characteristics of a Good Sample, Sampling Design Process; Probability and Non Probability Sampling Design, Sampling v/s Non-Sampling Error; Determination of Sample Size.

Data Preparation, Field Validation, Data editing, Coding, Content Analysis, Classification and Tabulation of Data.

#### **MODULE FIVE : DATA ANALYSIS**

**10 HOURS**

**5**

Basic data analysis: Descriptive Statistics, Univariate and Bivariate Statistical Analysis (concepts), Parametric & Non-Parametric Tests; Null & Alternative Hypothesis, Error in Testing of Hypothesis, Critical Region, Degrees of Freedom, One Tailed & Two Tailed Tests, Standard Error; Procedure for Testing of Hypothesis. Parametric test, Non parametric test and Factor Analysis: Conditions for applicability, practical applicability, Implementation and statistical Inference of the above test .

# 6

## MODULE SIX: RESEARCH REPORT WRITING

8 HOURS

Types of Research Report, Report Structure, Report Writing: Report Formulation, Guidelines for effective Documentation and visual representation (Graphs) and Research Briefing –Oral Presentation.

### 5. PEDAGOGY

Extensive exercises and activities, role playing, field work, Live Research, Use of statistical software and Case studies to see the linkages between the chapters and to provide enhanced insight to comprehend the research methodologies illustrated in each chapter.

### 6. TEACHING AND LEARNING RESOURCES

- a) [www.cmie.com/database](http://www.cmie.com/database)
- b) [www.indiastat.com](http://www.indiastat.com)
- c) [www.hindu.com](http://www.hindu.com)
- d) [www.economictimes.com](http://www.economictimes.com)
- e) [www.indianresearchjournals.com](http://www.indianresearchjournals.com)
- f) Journal of Business Research
- g) International Business & Economics Research Journal

### 7. RECOMMENDED READINGS

#### ESSENTIAL READINGS

1. Deepak Chawla, NeenaSondhi, “Research Methodology concepts and Cases”, Vikas Publishing House Pvt Ltd
2. William Zikmund, Barry Babin, Jon Carr, Mitch Griffin, “Business Research Methods”, Cengage Learning.
3. Naval Bajpai, “Business Research Methods”, Pearson Education

## REFERENCES

- 1 Donald R Cooper, Pamela S Schindler, JK Sharma, “ Business Research Methods”, McGraw Hill
- 2 R. Panneerselvam, “Research Methodology”, Prentice hall
- 3 SL Gupta, “Research Methodology”, International Book House Pvt Ltd
- 4 Alan Bryman, Emma Bell, “Business Research Methods”, Oxford University Press.
- 5 Naresh K Malhotra and Satyabhushan Dash, “Marketing Research”, Pearson Education

## 2.3 ENTREPRENEURSHIP AND ETHICS

### 1. GENERAL INFORMATION

Credits	4
Hours per week	4

### 2. PERSPECTIVE OF THE COURSE

The entrepreneur who implements 'new combinations of means of production' plays a crucial role in disturbing the status quo through innovation — or 'creative destruction' — and thereby becomes an agent of change. As such, the 'dynamic equilibrium' achieved by a constantly innovating entrepreneur could generate the conditions for increasing opportunities for employment among other things. It is in the creation of more wealth, and in the constant innovation from prevailing to the next best practices, that the significance and importance of Entrepreneurship lies.

Entrepreneurship has been 'embedded in the Indian genius and is a part of its tradition'. Renowned economist, T.N. Srinivasan says, 'India has been an entrepreneurial society...we had the entrepreneurial skill but suppressed it for too long a time... and now it is thriving.'

### 3. COURSE OBJECTIVES AND OUTCOMES

#### OBJECTIVES

- To inculcate the spirit and perspective of entrepreneurship among students
- To make the students job creators instead of job seekers.
- To enable the students to critically examine ethical dilemmas in entrepreneurship

#### OUTCOMES

- At the end of the course, the students would be aware of alternative to jobs and employment which will make them job providers in an ethical manner.

## 4. COURSE CONTENT AND STRUCTURE

<b>1</b>	<b>MODULE ONE: ENTREPRENEURSHIP IN THE NEW MILLENNIUM</b>	<b>8 HOURS</b>
	Concepts of entrepreneur and entrepreneurship, Importance and Characteristics of entrepreneurs, Types of entrepreneurs, Benefits and potential risks of entrepreneurship, Myths of Entrepreneurship, Factors affecting growth of Entrepreneurship in India, Role of Entrepreneurship in Economic Development	
<b>2</b>	<b>MODULE TWO: OPPORTUNITY ASSESSMENT</b>	<b>10 HOURS</b>
	Opportunity Identification and Selection, Environmental dynamics and changes, Business Opportunities in emerging environment, challenges of new venture start-ups, Pit falls in selecting new ventures, Critical factors for new venture development, Why new ventures fail, Sources of Finance for New Venture.	
<b>3</b>	<b>MODULE THREE: FEASIBILITY ANALYSIS AND CRAFTING BUSINESS PLAN</b>	<b>12 HOURS</b>
	Feasibility analysis of Industry, Market , Product or service and Finance ; Business plan – Meaning, Significance, contents, formulation and presentation of Business Plan, Common errors in Business Plan formulation.	
<b>4</b>	<b>MODULE FOUR: LEGAL FORMS OF ENTREPRENEURIAL ORGANIZATIONS</b>	<b>6 HOURS</b>
	Identifying legal structures, Selection of an appropriate legal structure, Sole proprietorships, Partnerships, Companies, Companies under section 25, Franchising, Legal environment – patents, copyrights, trademarks.	
<b>5</b>	<b>MODULE FIVE: SOCIAL ENTREPRENEURSHIP</b>	<b>8 HOURS</b>
	Introduction, Meaning, Perspective of social entrepreneurship, Social entrepreneurship in practice, Boundaries of Social entrepreneurship, Few experiments.	



# 6

## MODULE SIX: ETHICS AND ENTREPRENEURSHIP

12 HOURS

Meaning and Need for business ethics, Arguments for and against Business ethics, Ethics and laws, Establishing strategy for ethical responsibility, Approaches to managerial ethics, Ethics and Business decisions, Frame work for ethical decision making, CSR, Environmental awareness, Ethical leadership by entrepreneurs, Corporate citizenship.

### 5. RECOMMENDED READINGS

#### ESSENTIAL READINGS

1. Kanaka SS- Entrepreneurial development, S Chand -Fourth edition.
2. Robert D. Hisrich and Michael P. Peters, 'Entrepreneurship '. McGraw – Hill
3. Poornima.M.Charantimath, Entrepreneurship Development Small Business Enterprises, Pearson Education
4. Hartman, Laura.P, Perspectives in Business Ethics, McGraw Hill.

#### REFERENCES

1. Thomas .W.Zimmerer&Norman.M.Scarborough, Essentials of Entrepreneurship and Small Business Management, PHI
2. Jeffry .A.Timmons& Stephen spinelli, New Venture Creation, Entrepreneurship for the 21<sup>st</sup> Century, Tata McGraw Hill.
3. Dr.ArunaKaulgud, Entrepreneurship Management, Thomson.
4. Mandal.S.K, Ethics in Business and Corporate Governance, Tata McGraw Hill.
5. Vasant Desai , 'Dynamics of Entrepreneurial Development and Management' Himalaya Publishers
6. RashmiBansal, Take me Home, Westland Ltd, 2014

## 2.4 HUMAN CAPITAL MANAGEMENT

### 1. GENERAL INFORMATION

Credits	4
Hours per week	4

### 2. PERSPECTIVE OF THE COURSE

Personnel of yester years have become human resources in the recent years. This will emerge as human capital in the coming years. Organizations need to address these paradigm shifts. The managers in these organizations would be change agents in this regard. Hence, students pursuing management courses have to facilitate this. Their understanding of not only basics but the shifts in philosophy and focus would go a long way in leveraging the changes occurring in the wider environment. This course addresses such felt needs.

### 3. COURSE OBJECTIVES AND OUTCOMES

#### OBJECTIVES

- To enlighten the students on the principles and practices of HR as a capital factor
- To introduce the entire gamut of scope of HR
- To capture the changing landscape of HR

#### OUTCOMES

- The students must be in a position to address the challenges of organizational management through and with human resources. Thereby, the manager would become harbinger of change management.

#### 4. COURSE CONTENT AND STRUCTURE

1

##### **MODULE ONE: ESSENTIALS OF HCM**

**8 HOURS**

Nature of HRM, Scope, functions and importance of HRM, Evolution of HRM, Difference with HRD, Contemporary issues and practices in HRM, Changing concept of HRM in India and in the globe.

2

##### **MODULE TWO: HUMAN CAPITAL PLANNING AND EMPLOYEE HIRING**

**8 HOURS**

Nature of job Analysis, job design, Job evaluation, Human resource planning, Demand forecasting, HR supply forecasting, Need for and factors influencing HRP, Career planning, Promotion, transfer, demotion and separation; Employee hiring- Nature of Recruitment, Sources of recruitment-internal and external, Employee selection, process of employee selection, New recruitment practices Job portals, employee reference, campus recruitment etc.

3

##### **MODULE THREE: HR DEVELOPMENT**

**10 HOURS**

Nature and importance of Training, Methods of training, TNA, Nature of HRD program, Methods of management development and Executive development programs, Development beyond training, Contemporary HRD practices

4

##### **MODULE FOUR: PERFORMANCE MANAGEMENT SYSTEM**

**8 HOURS**

Nature and Importance of performance appraisal and PMS, Methods and models, Difference with Performance Appraisal, Future of performance management system.

# 5

## **MODULE FIVE: COMPENSATION MANAGEMENT AND EMPLOYEE RELATIONS 12 HOURS**

Introduction to compensation management, Components of employee and executive compensation, Factors affecting employee compensation, Employee incentive schemes, and Recent trends in compensations management.

Nature of employee relation, Industrial relations, Resolution of industrial disputes, Employee grievance, Trade union and their relevance.

# 6

## **MODULE SIX: STRATEGIC HRM 10 HOURS**

Introduction, characteristics and scope of SHRM, SHRM Vs Conventional HRM, Barriers to strategic HRM, Linking HR strategy with business strategy, SHRM and business performance.

### **5. PEDAGOGY**

The syllabus, which builds upon theory and concepts, takes the students through examples from corporate in various countries. This will give students an insight in to a more logical and pragmatic manner. The students can apply these concepts at appropriate situations.

### **6. TEACHING AND LEARNING RESOURCES**

- a) [www.hreonline.com](http://www.hreonline.com)
- b) [www.successinhr.com](http://www.successinhr.com)
- c) [www.managementhelp.org/humanresources/](http://www.managementhelp.org/humanresources/)
- d) [www.hr.com](http://www.hr.com)
- e) [www.human-resources.org](http://www.human-resources.org)
- f) [www.hrmguide.net](http://www.hrmguide.net)
- g) [www.hronline.com](http://www.hronline.com)
- h) [www.humancapitalonline.com](http://www.humancapitalonline.com)
- i) [www.humanresources.about.com](http://www.humanresources.about.com)
- j) [www.iaeme.com/ijmhrm.asp](http://www.iaeme.com/ijmhrm.asp)
- k) [www.sagepub.in/journals](http://www.sagepub.in/journals)
- l) [www.iupindia.in/Human\\_Resource\\_Management\\_Review.asp](http://www.iupindia.in/Human_Resource_Management_Review.asp)
- m) The Human Resource Management Review
- n) The International Journal of Human Resource Management

- o) Human resource development quarterly
- p) International Journal of Human Resource Development and Management (IJHRDM)
- q) International Journal of Marketing & Human Resource Management (IJMHRM)
- r) Journal of Strategic Human Resource Management
- s) South Asian Journal of Human Resources Management
- t) Human Resource Management Journal
- u) Asia Pacific Journal of Human Resources

## 7. RECOMMENDED READINGS

### ESSENTIAL READINGS

1. Gary Dessler and Biju Varkkey (2013), Human Resource Management, Person Publication, 12<sup>th</sup> Edition.
2. P. Jyothi and D.N Venkatesh (2013), Human Resource Management. Oxford Publication. 2<sup>nd</sup> Edition.
3. Biswajeet Pattanayak (2014), "Human Resource Management", PHI Publications, 4<sup>th</sup> Edition.
4. V.S.P. Rao and C.B. Mamoria (2012), "Personal Management (Text and Cases)", Himalaya Publications, Thirtieth Edition.

### REFERENCES

1. A.M Sheikh, Human Resource development and Management, 3<sup>rd</sup> Revised edition, S Chand publication
2. Snell and Bohlander, Human Resource Management, South-Western Cengage Learning. Indian Edition.
3. Uday Kumar Haldar and Juthika Sankar, Human Resource Management. Oxford Higher Education, 2012
4. Seema Sanghi, Human Resource Management, Vikas Publications, 2014
5. Sharou Pande and Swapnaleka Basak, Human Resource Management, Pearson Education, 2012
6. K. Aswathappa, Human Resource Management, McGraw Hill Education 7<sup>th</sup> edition, 2013)
7. D Gopalakrishna, Case incidents in Human resource Management, IK International Publishers, 2014

## 2.5 FINANCIAL MANAGEMENT

### 1. GENERAL INFORMATION

Credits	4
Hours per week	4

### 2. PERSPECTIVE OF THE COURSE

Getting a business idea, making a product or designing a service, marketing the same and managing people are some of the important functions or activities of a business undertaking. A business may be successful in all these, yet could fail on account of improper financial management. Knowing how to fund the business enterprise, how to employ the funds mobilized effectively and productively, how to allocate resources among various opportunities, managing the day-to-day needs of the business etc., must not be experimented with. This course aims at equipping a potential manager the tools and techniques which help in making financial decisions of the business and thereby lead to achieving the goal of business – ‘wealth maximization’.

### 3. COURSE OBJECTIVES AND OUTCOMES

#### OBJECTIVES

- To provide the concepts and foundations of managing finance in business enterprises.
- To equip students with tools and techniques for managing finance.
- To orient the students regarding financial management practices in Indian companies and Global enterprises.

#### OUTCOMES

- By the end of this course, a student would learn to identify financial challenges, tools and techniques for decisions and would get a glimpse of practices.

## 4. COURSE CONTENT AND STRUCTURE

1

### **MODULE ONE: INTRODUCTION TO FINANCIAL MANAGEMENT**

**6 HOURS**

Concept of Financial management - Meaning and definitions, Scope of Financial Management, finance functions, Financial Goals of a firm, Agency problem, Emerging role of finance manager in India.

2

### **MODULE TWO: TIME VALUE OF MONEY**

**6 HOURS**

Compounding, Continuous Compounding, Effective Rate of Interest, Discounting – Single Cash Flows & Series of Cash Flows, Annuity – Future Value and Present Value, Present Value of Growing Annuity, Perpetuity – Present Value, Growing Perpetuity – Present value, Equated Annual Installments

3

### **MODULE THREE: LONG-TERM FINANCING DECISIONS**

**12 HOURS**

#### **(CAPITAL STRUCTURE DECISIONS)**

**Sources of Funds:** Short term sources, Long term sources, Venture Capital: features, stages and types of venture capital. Factors influencing capital structure,

**Benefit to Owners** – EBIT –EPS Analysis, Point of Indifference, Financial Break-even Point

**Cost of Capital-** Methods of computing cost of capital: Cost of Equity Capital, Cost of Preferred Capital, Cost of Debt Capital, Cost of internally generated funds, Weighted Average Cost of Capital (Theory and Problems)

**Leverages-**Types and Measurement

# 4

## **MODULE FOUR: LONG-TERM INVESTMENT DECISIONS**

**12 HOURS**

### **(CAPITAL BUDGETING DECISIONS)**

Meaning of Capital Budgeting, Significance, Principles, Capital budgeting proposals, Methods of appraising proposals; Payback period, ARR, IRR, MIRR, NPV, Profitability Index, Utility Method, EVA Method, APV Method, Capital Rationing.

# 5

## **MODULE FIVE: SHORT-TERM FINANCING AND INVESTMENT DECISIONS 14 HOURS**

### **(WORKING CAPITAL MANAGEMENT)**

Concept of working capital, factors determining working capital, Sources of working capital, estimating working capital needs, Managing cash, marketable securities, debtors and inventory.

# 6

## **MODULE SIX: DIVIDEND DECISIONS**

**6 HOURS**

Meaning, Theory of relevance and Theory of Irrelevance, Walter's Model, Gordon's Model (Theory and Problems) Types of dividends, Bonus Shares, Stock Splits.

## **5. PEDAGOGY**

- a) Lectures.
- b) Demonstrations using Excel
- c) Practical Exercises – Individual and Group
- d) Case Studies.



## 6. TEACHING AND LEARNING RESOURCES

- a) [www.bseindia.com](http://www.bseindia.com)
- b) [www.capitalmarket.com](http://www.capitalmarket.com)
- c) [www.cmie.com](http://www.cmie.com)
- d) [www.financeprofessor.com](http://www.financeprofessor.com)
- e) [www.moneycontrol.com](http://www.moneycontrol.com)
- f) [www.rbi.gov.in](http://www.rbi.gov.in)
- g) [www.sebi.gov.in](http://www.sebi.gov.in)

## 7. RECOMMENDED READINGS

### ESSENTIAL READINGS

1. Van Horne, James, "Financial Management and Policy", Prentice Hall.
2. Brealy, Richards; and Myers, Stewart, "Principles of Corporate Finance", Tata McGraw-Hill
3. Ross, Stephen; Westerfeild, Randolph, Jaffe, Jeffrey and Kakani, Ram Kumar, "Corporate Finance", Eighth Edition, McGraw Hill.
4. Gitman, J. Lawrence, "Principles of Managerial Finance", Pearson Education.
5. Damodaran, Aswath, "Corporate Finance", John Wiley & Sons Inc.
6. DamodaranAswath, "Applied Corporate Finance", John Wiley & Sons Inc.
7. Chandra, Prasanna, "Financial Management – Theory and Practice", Tata McGraw-Hill Publishing Company Limited.
8. Pandey, IM, "Financial Management", Vikas Publications.
9. Khan, M.Y., and Jain, P.K., "Financial Management – Text, Problems and Cases", Tata McGraw-Hill Publishing Company Limited.

## REFERENCES

1. Kishore, M. Ravi, "Financial Management – with Problems and Solutions", Taxmann Allied Services (P) Ltd.
2. Rajiv Srivastava, Anil Misra- Financial Management, Oxford Higher Education 2013.
3. Shashi K Gupta, R K Sharma Financial Management- Theory and practice, Kalyani publishers 8<sup>th</sup> edition.
4. Bodhanwala, J. Ruzbeh, "Financial Management using Excel Spreadsheet", Taxmann Allied Services (P) Ltd.
5. Bahal, Mohit, "Practical Aspects of Financial Management", SuchitaPrakashan (P) Ltd.
6. Sharma, Dhiraj, "Working Capital Management – A conceptual Approach", Himalaya Publishing House.
7. Bhalla, V.K., "Financial Markets and Institutions", S.Chand and Co.
8. Hampton, John, "Financial Decision Making – Concepts, Problems and Cases", Prentice Hall of India.
9. Hawawini, Gabriel and Viallet, Claude; "Finance for Non-finance Managers", South-Western CENGAGE Learning.
10. Khan, M.Y; "Indian Financial System", TheMcGraw Hill Companies.
11. Sharma, Meera; "Management of Financial Institutions", Eastern Economy Edition.
12. Bhole and Mahakud, "Financial Institutions and Markets – Structure, Growth and Innovations", TheMcGraw Hill Companies.
13. Guruswamy, S., "Financial Services and System", McGraw Hill Companies.

## 2.6 QUANTITATIVE TECHNIQUES AND OPERATION RESEARCH

### 1. GENERAL INFORMATION

Credits	4
Hours per week	4

### 2. PERSPECTIVE OF THE COURSE

Resources are always critical in any organization. They are unavailable in unlimited manner. There are always constraints. Operation research is helpful in the situation of such constraint of resources. Managers have to manage limited available resources in such a way that neither production nor other activities get disturbed in the business. Facility design is a fascinating area for OR. The excitement of operation research lies in the application of Quantitative techniques to real world problems.

### 3. COURSE OBJECTIVES AND OUTCOMES

#### OBJECTIVES

- To impart knowledge in concepts and tools of OR and QT.
- To help students apply these tools in managerial decision making.

#### OUTCOMES

- The students must develop confidence and clarity in application of tools

## 4. COURSE CONTENT AND STRUCTURE

<b>1</b>	<b>MODULE ONE</b>	<b>10 HOURS</b>
	Origin and development: Importance, scope, techniques and characteristics, Optimization concept, Different types of models, Linear programming problem, Formulation, Product allocation, Blending and diet problems, Graphical solution, Simplex method (standard maximization) problems, Formulation of duality.	
<b>2</b>	<b>MODULE TWO</b>	<b>10 HOURS</b>
	Transportation: Importance, terminologies used, different methods for finding Initial basic feasible solution; NWCM, LCM and VAM, unbalanced, degeneracy in transportation, test for optimality (MODI method only), maximization problems.	
<b>3</b>	<b>MODULE THREE</b>	<b>10 HOURS</b>
	Assignment: Importance and characteristics of assignment problem, methods- minimization, maximization, balanced, unbalanced, prohibited and travelling salesman and crew assignment problems.  Sequencing: terminologies and notations, types of sequencing problems; processing 'n' jobs through 2 machines, processing 'n' jobs through 'm' machines.	
<b>4</b>	<b>MODULE FOUR</b>	<b>10 HOURS</b>
	Network analysis: Phases, objectives, basic rules, PERT and CPM techniques, critical path and float analysis, probabilities in PERT analysis, project crashing problems.	

# 5

## MODULE FIVE

6 HOURS

Theory of games: Types, pure and mixed strategies with two people zero sum game, principle of dominance.

Queuing Theory(waiting line): Single server/single queue, essential features of queuing system, single queue, operating characteristics of queuing system, probability distribution in queuing system, multi server, description of other queuing models (only description).

# 6

## MODULE SIX

10 HOURS

Simulation: Basic concepts, procedures and application, Monte Carlo simulation using Random numbers.

Replacement Models: Failure mechanism of items, assumptions of replacement theory, types of replacement problems, replacement of items which deteriorates with time, replacement of items that fail completely including group replacement.

## 5. PEDAGOGY

OR is a discipline that deals with the application of advanced analytical methods to help make better decisions. Operations research arrives at optimal or near-optimal solutions to complex decision-making problems. Because of its emphasis on human-technology interaction and because of its focus on practical applications, operations research has overlap with other disciplines, notably industrial engineering and operations management.

## 6. TEACHING AND LEARNING RESOURCES

- a) <http://www.igi-global.com/journal/...journal-operations-research>
- b) <http://www.ifors.org/web/India/>
- c) <http://www.inderscience.com/ijmor>

- d) <http://www.ijorlu.ir/>
- e) Institute of operation research and management sciences (INFORMS) – interface journal
- f) International federation of operational research societies (INFORS)
- g) International conference proceedings/publications and international journals
- h) Operation research society of India- publications
- i) International Journal of Operations Research (IJOR)
- j) International federation of operation research societies (IFORS)
- k) International Journal of Mathematics in Operational Research
- l) Operational Research Society of India (ORSI)
- m) International Journal of Applied Operational Research

## 7. RECOMMENDED READINGS

### ESSENTIAL READINGS

1. K.K.Chawla and Vijay Gupta, Operation research, quantitative techniques for management, Kalyani, 7<sup>th</sup> edition, 2014
2. N.D. Vohra (2012), “Quantitative techniques in management”, Tata McGraw-Hill Publications, 4<sup>th</sup> Edition.
3. P.C Tulsian and Vishal Pandey (2012), quantitative techniques. Pearson Practice series. Low price Edition.
4. J.K.Sharma, Quantitative methods and operation research, Excel publication, 2012

### REFERENCES

1. David M. Lenine (2012), quantitative techniques for management. Pearson publication.
2. Fedric S Hiller and Gerald J Lieberman (2012), introduction to operation research. 8th edition.

3. Er. Prem Kumar Guptha and Dr. D.S. Hira (2014), operation research. S.Chand publications.
4. VeerabadrappaHarinal (2012),An introduction to operation research. New Age international publishing.
5. Anand Sharma (2014), quantitative techniques for decision making. Himalaya Publishing House.
6. S. Kalavathi (2013), operation Research. Vikas Publications. 4th edition.
7. HamdyATaha (2013), operation research. Pearson publication. 9th edition.
8. G.V Shenoy and V.K. Srivathsava (2013), operation research for managerial decision. New Age international publishing.
9. PradeepprakashkarPai (2013), operation research principle and practices. Oxford Higher Education.
10. P.Rama Murthy (2014), operation Research. New Age international publishing. 2nd Edition.
11. C.K. Mustafi (2009), operation Research methods and practices. New Age international publishing. 3rd Edition

## 2.7 INNOVATION MANAGEMENT

### 1. GENERAL INFORMATION

Credits	2
Hours per week	2

### 2. PERSPECTIVE OF THE COURSE

India is increasingly becoming a top global innovator for high-tech products and services. Still, the country is underperforming, relative to its innovation potential—with direct implications for long-term industrial competitiveness and economic growth. About 90 percent of Indian workers are employed in the informal sector, and this sector is often characterized by underemployment, as well as low-productivity and low-skill activities. Although India has the benefit of a dynamic young population—with more than half of the country's population under 25 years old—only 17 percent of people in their mid-20s and older have a secondary education. To sustain rapid growth and help alleviate poverty, India needs to aggressively harness its innovation potential, relying on innovation-led, rapid, and inclusive growth to achieve economic and social transformation.

### 3. COURSE OBJECTIVES AND OUTCOMES

#### OBJECTIVES:

- To apprise on value of innovation
- To impart skills of innovation
- To enable students think and act on innovation

#### OUTCOMES:

- Conceptual and application clarity on innovation.



## 4. COURSE CONTENT AND STRUCTURE

- 1** **MODULE ONE: EXPLORING INNOVATIONS** **8 HOURS**

Concept of innovation, historic retrospective, typology of innovations, innovation process, Macroeconomic view of innovation approaches to innovations, Assumptions and barriers to innovations, Innovation sources, i.e. science and R&D, technology transfer, push and pull approaches. Processes used to explore innovations along the technology, market and strategy dimensions as the innovation moves from idea to market
- 2** **MODULE TWO: APPLICATION OF INNOVATION** **8 HOURS**

Organizational aspects of innovation, Soft methods and techniques of innovation management, Creative approaches, Systemic and analytical methods and techniques of innovation management, Economic aspects of innovations encompassing sources of innovation financing
- 3** **MODULE THREE: MARKETING INNOVATION PRODUCTS** **5 HOURS**

Strategic considerations on innovations, innovation platforms that incorporate new product development, process innovations, service innovation, service design innovation, multiple product options, portfolios and standards
- 4** **MODULE FOUR: EVALUATION OF INNOVATION** **5 HOURS**

Effectiveness evaluation, integration of risks, factors influencing economic effectiveness, Post implementation analysis of innovation projects, Intellectual property of innovations, legal aspects of innovations
- 5** **MODULE FIVE : INNOVATION IN REALITY** **4 HOURS**

Mindset, lateral thinking, out of box approach, creativity, innovation for problem solving

## 5. TEACHING AND LEARNING RESOURCES

- a) [www.iciindia.com](http://www.iciindia.com)
- b) [www.johnstark.com](http://www.johnstark.com)
- c) [www.shell.com/Innovation](http://www.shell.com/Innovation)
- d) [www.jugaadtoinnovation.com](http://www.jugaadtoinnovation.com)
- e) [www.super30.org](http://www.super30.org)
- f) Harvard Business Review
- g) Journal of Product Innovation & Management
- h) Journal of Business Strategies
- i) Journal of Business Venturing

## 6. RECOMMENDED READINGS

### ESSENTIAL READINGS

1. CK Prahalad and MK Krishnan : The new age of innovation, McGraw Hill
2. Paul Traut: Innovation Management and New product Development ,Pearson
3. Khandwalla: Corporate Creativity, McGraw hill

### REFERENCES

1. Mauborgne, René, Blue Ocean Strategy, Boston, Harvard Business School Press, 2005.
2. Snyder, Duarte, Unleashing Innovation, How Whirlpool Transformed an Industry, Jossey-Bass, 2008
3. Mass, Harvard Business School Press, 2006
4. Fraser, Heather, Design Works; Toronto: University of Toronto Press, 2012
5. Govindarajan, Vijay & Trimble, Chris, 10 Rules for Strategic Innovators; Boston: Harvard Business School Press, 2005
6. Govindarajan, Vijay & Trimble, Chris, Reverse Innovation; Boston: Harvard Business School Press, 2012
7. Hamel, Gary, The Future of Management; Boston: Harvard Business School Press, 2007

**MASTER OF BUSINESS ADMINISTRATION [DAY]  
UNDER  
CHOICE BASED CREDIT SYSTEM (CBCS)**

**(2014 - 2015 ONWARDS)**

**COURSE CONTENT OF THIRD SEMESTER**

**CANARA BANK SCHOOL OF MANAGEMENT STUDIES,**

**BANGALORE UNIVERSITY, BANGALORE**

## COURSE MATRIX

### THIRD SEMESTER

PAPER	SUBJECTS	
<b>CORE SUBJECTS</b>		
3.1	STRATEGIC MANAGEMENT & CORPORATE GOVERNANCE	
3.2	PROJECTS AND OPERATIONS MANAGEMENT	
<b>ELECTIVE SUBJECTS</b>		
3.3	<b>FINANCE</b> 3.3.1 INDIAN FINANCIAL SYSTEM 3.3.2 CORPORATE TAX PLANNING AND MANAGEMENT 3.3.3 CORPORATE VALUATION AND RESTRUCTURING	
3.4	<b>MARKETING</b> 3.4.1 RETAILING MANAGEMENT AND SERVICES 3.4.2 CONSUMER BEHAVIOR\ 3.4.3 RURAL AND AGRICULTURAL MARKETING	
3.5	<b>HUMAN RESOURCES</b> 3.5.1 LEARNING AND DEVELOPMENT 3.5.2 INDUSTRIAL AND EMPLOYEE RELATIONS 3.5.3 PERFORMANCE MANAGEMENT SYSTEM	
3.6	<b>HEALTH CARE MANAGEMENT</b> 3.6.1 PERSPECTIVES ON HEALTH CARE SECTOR 3.6.2 MANAGEMENT OF PUBLIC HEALTH SYSTEMS 3.6.3 HEALTH ECONOMICS	
3.7	<b>BANKING FINANCE AND INSURANCE (BFIS)</b> 3.7.1 STRATEGIC CREDIT MANAGEMENT IN BANKS 3.7.2 INSURANCE PLANNING & MANAGEMENT 3.7.3 INDIAN FINANCIAL SYSTEM	
3.8	<b>STARTUPS AND SMEs MANAGEMENT</b> 3.8.1 PERSPECTIVES ON STARTUPS AND SMEs 3.8.2 BASIC MANAGEMENT ASPECTS OF SMALL BUSINESS 3.8.3 ESTABLISHMENT OF SMEs	
<b>OPEN ELECTIVE</b>		
3.9	MANAGEMENT PERSPECTIVES	(TO BE OFFERED TO OTHER PG STUDENTS BY CBSMS UNDER CBCS SCHEME)
3.10	PROJECT WORK FOR 4 WEEKS (BETWEEN II & III SEMESTER)	

# 3.1 STRATEGIC MANAGEMENT AND CORPORATE GOVERNANCE

## 1. GENERAL INFORMATION

No. of Credits per week | 4

No. of Hours per week | 4

## 2. PERSPECTIVE OF THE COURSE

In today's economy, strategy plays an important role in gaining and sustaining a competitive advantage, which has become harder than ever. The syllabus captures the complexity of the current business environment and delivers the latest skills and strategic process adopted by companies, which will help students develop strategic prowess.

## 3. COURSE OBJECTIVES AND OUTCOMES

### OBJECTIVES

- To enlighten the students with the concepts and practical applications of Strategic Management and Corporate Governance.
- To instill a comprehensive and step-wise understanding of the principles of strategy formulation and competitive analysis

### OUTCOMES

- This course will equip the students with required skills of managerial decisions and actions.
- This will enable students to transfer conceptual learning to strategic application in their professional lives.

## 4. COURSE CONTENT AND STRUCTURE

1

### MODULE 1: STRATEGY AND PROCESS

4 HOURS

Historical perspective of Strategic management, Conceptual framework for strategic management, the Concept of Strategy and Strategy Formation Process – Stakeholders in business –Vision, Mission and Purpose – Business definition, Objectives and Goals. The SM model

2	<p><b>MODULE 2: COMPETITIVE ADVANTAGE</b> <span style="float: right;"><b>12 HOURS</b></span></p> <p>External Environment – PESTEL Analysis, SWOT Analysis, Porter’s Five Forces Model ,The Competitive Profile Matrix (CPM) ,Globalization and Industry Structure – Resources, Capabilities and competencies – Value Chain Analysis – Core competencies, generic building blocks of Competitive Advantage- Distinctive Competencies - Avoiding failures and sustaining competitive advantage</p>
3	<p><b>MODULE 3: THE STRATEGIC ALTERNATIVES</b> <span style="float: right;"><b>12 HOURS</b></span></p> <p>Corporate Level Strategies – Stability, Expansion, Retrenchment and Combination strategies - Business level strategy: Cost, Differentiation, and Focus Strategies- Strategy in the Global Environment - Corporate Strategy - Vertical Integration - Diversification and Strategic Alliances- Building and Restructuring the corporation- Strategic analysis and choice – Environmental Threat and Opportunity Profile (ETOP) – Organizational Capability Profile - Strategic Advantage Profile - Corporate Portfolio Analysis – GAP Analysis - Mc Kinsey's 7s Framework - GE 9 Cell Model – BCG Matrix - Balance Score Card, Internal Factor Evaluation (IFV) Matrix</p>
4	<p><b>MODULE 4: STRATEGY IMPLEMENTATION &amp; EVALUATION</b> <span style="float: right;"><b>8 HOURS</b></span></p> <p>The implementation process, Resource allocation, designing organizational structure - Designing Strategic Control Systems - Matching structure and control to strategy - Implementing Strategic change-Politics-Power and Conflict-Techniques of strategic evaluation &amp; control.</p>
5	<p><b>MODULE 5: CURRENT STRATEGIC ISSUES</b> <span style="float: right;"><b>10 HOURS</b></span></p> <p>Managing Technology and Innovation- Blue Ocean Strategy, managing in an economic crisis, new directions in strategic thinking, Strategic issues for Non Profit organizations, Small Scale Industries, New Business Models and strategies for Internet Economy.</p>
6	<p><b>MODULE 6: CORPORATE GOVERNANCE</b> <span style="float: right;"><b>10 HOURS</b></span></p> <p>Defining Corporate Governance, Exploring Corporate Governance and the Relationships between Internal and External Stakeholders, The organization’s Responsibility and Accountability to Its shareholders, The Organization’s Accountability to Its Board of</p>

Directors, Role and Responsibilities of the Board, Integrity and Ethical Behavior: Disclosure and Transparency. Development and critical appraisal of corporate governance in India.

## 5. PEDAGOGY

Conceptual explanation in detail in the class room sessions and relevant cases will give students a better perspective. Live projects should be the part of curriculum compulsorily.

## 6. TEACHING/LEARNING RESOURCES

### ESSENTIAL READINGS

1. Fred.R.David, Strategic Management and cases, PHI Learning,
2. Charles W.L.Hill& Gareth R.Jones, Strategic Management Theory, An Integrated approach, ceengage learning
3. Robert. G. Grant, Strategic Management
4. Thomas L. Wheelen, J.David Hunger and KrishRangarajan, Strategic Management and Business policy, Pearson Education.
5. AzharKazmi, Strategic Management & Business Policy, Tata McGraw Hill

### REFERENCES

1. Gregory Dess and G.T. Lumpkin: Strategic Management Creating Competitive Advantage, TMH,
2. UpendraHachru , Strategic Management concepts & cases , Excel Books
3. AdriaunHaberberg and Alison Rieple, Strategic Management Theory & Application, Oxford University Press.
4. Anthony E Henry: Strategic Management ,oxford publication
5. Harvard Business Review, Business Policy – part I & II, Harvard Business School.
6. NitishSen Gupta and JS Chandan :Strategic Management ,Vikas Publication
7. Mason A Carpenter, WM Gerard Sanders and PrashanthSalwan:Strategic Management ,Pearson
8. Gupta, Gollakota and Srinivasan, Business Policy and Strategic Management – Concepts and Application, Prentice Hall of India, 2nd edition, 2007

### Online Resources

1. <http://ocw.mit.edu/courses/sloan-school-of-management/15-902-strategic-management-i-fall-2006/lecture-notes/>

2. [http://catalog.flatworldknowledge.com/bookhub/reader/3085?e=ketchen\\_1.0-ch08\\_s05#ketchen\\_1.0-ch01\\_s01](http://catalog.flatworldknowledge.com/bookhub/reader/3085?e=ketchen_1.0-ch08_s05#ketchen_1.0-ch01_s01)
3. <http://2012books.lardbucket.org/books/strategic-management-evaluation-and-execution/index.html>
4. <http://www.strategicmanagementinsight.com/>



## 3.2 PROJECTS AND OPERATIONS MANAGEMENT

### 1. GENERAL INFORMATION

No. of Credits per week	4
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No. of Hours per week	4
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### 2. PERSPECTIVE OF THE COURSE

Operations Management deals with understanding and integrating business processes within and between organizations. Students will look at the designs, management and improvement of processes, systems and networks for use within and between organizations.

The Operations Management course will introduce the student to basic business ideas and their implementations. The business manager manages both the operation they are managing and the Project Manager with his/her project. They must take responsibility for all products or services that are delivered. They must ensure that it is in line with quality standards. The way in which Production and Operations are managed is directly linked to the success of a business or organization.

### 3. COURSE OBJECTIVES AND OUTCOMES

#### OBJECTIVES

- To impart the concepts, tools and techniques of project management
- To gain clear understanding of Operations Management
- To gain a perspective on quality improvement and cost reduction

#### OUTCOMES

- At the end of the courses, the students must have better insight in to project and operations management.

### 4. COURSE CONTENT AND STRUCTURE

**1**

#### MODULE 108 Hours

Definition of Project, Programme and Portfolio Management, Difference between Project and Operations Management, Ten subsystems and brief introduction to all sub

systems: Integration Management, Scope Management, Time Management, Cost Management, Procurement Management, Risk Management, Stakeholders Management and Communication Management.

2

#### **MODULE 2 10 Hours**

Introduction to project life cycle, Introduction to PERT/CPM & Problems and Cases, Resource Leveling, Scheduling with limited Resources

Work Breakdown Structure (WBS), WBS through MS Project, Arranging activities as per precedence, Network Planning, Resource Planning, Review and Monitoring, Project team Management i.e. forming, storming, norming, performing and adjourning. QFD in Project Management, Introduction to scheduling tool like "Project Libre".

3

#### **MODULE 3 10 Hours**

Budgeting and Costing, Concept of Earned Value, Concept of Cost Performance Index, Forecasting Cost at the end of Project completion

Risk Management, Concept of Risk Management and identification of Risk, Quantification of Risk and Problems in Project Management through Risk analysis

4

#### **MODULE 4 10 Hours**

Nature and Scope of Production and operations Management, its relationship with other Systems in Organizations, Functions of Production and material management, Types of production Systems. Forecasting as a planning tool, Forecasting types and methods, Exponential smoothing, Measurement of errors, Monitoring and Controlling forecasting models, Box-Jenkins Method. Facility Planning: Facilities location decisions, factors affecting facility location decisions and their relative importance for different types of facilities.

Facility layout planning: Layout and its objectives for manufacturing operations, principles, types of plant layouts – product layout, process layout, fixed position layout, cellular manufacturing layouts, hybrid layouts, Factors influencing layout changes. Introduction to Lean operations and elimination of 7 wastes (Mudas)

# 5

## MODULE 5 10 Hours

Quality management: Introduction; Quality characteristics of goods and services; Tools and techniques for quality improvement: check sheets, histogram, scatter diagram, cause and effect diagram, Pareto chart, process diagram, statistical process control charts; Quality assurance; Total quality management (TQM) model; Service quality, concept of Six Sigma and its application. Juran's quality trilogy, Deming's 14 principles, PDCA cycle, Quality circles, Quality improvement and cost reduction – 7QC tools and 7 new QC tools, Introduction to the current ISO 9000 and QS 9000.

# 6

## MODULE 6 08 Hours

Meaning of Productivity and different types of productivity like productivity in R&D, HR, Materials, Finance, Planning and Control in Mass Production, Job type

Materials Management: Role of Materials Management – materials and profitability, Purchase functions, Procurement procedures including bid systems, Vendor selection and development, Vendor rating, ethics in purchasing. Roles and responsibilities of Purchase Professionals. Concepts of lead time, purchase requisition, purchase order, amendments, forms used and records maintained.

Inventory Management: Concepts of inventory, types, Classification, selective inventory management, ABC, VED and FSN analysis. Inventory costs, Inventory models – EOQ, safety stocks, Re order point, Quantity discounts.

## 5. PEDAGOGY

Emphasis have to be given on class room reaching, practices like problem solving should be the part of explanation and compulsory mini project assignments to be given to enhance the students understanding of the subject.

## 6. TEACHING/LEARNING RESOURCES

### ESSENTIAL READINGS

1. Mahadevan B, "Production and Operations Management", Pearson Education India, 2010
2. J.P Saxena, "Production and Operations Management", Tata Mcgraw-Hill Education Pvt Ltd

3. Ajay K.Garg, "Production and Operations Management", Tata McGraw-Hill Education Pvt Ltd
4. Norman Gaither and Greg Frazier, "Operations Management", South – Western College Pub.1999
5. Clifford Gray and Larson, "Project Management", MC Graw-Hill/Irwin,2008
6. Project Management Institute, "Project Management Body of Knowledge", Project Management Institute Inc, 2013

#### **REFERENCES**

1. Martand T. Telsang, "Production Management", S Chand & Company Pvt Ltd
2. MartandTelsang, "Industrial Engineering Production Management",
3. S Chand & Company Pvt Ltd
4. Richard B. Chase, Ravi Shankar, F.Robert Jacobs, Nicholas J Aquilano, "Operations & Supply Management", Tata McGraw-Hill Education Pvt Ltd

#### **JOURNALS**

1. International Journal of Operations and Production Management
2. Journal of Operations Management
3. PMI Journals

#### **WEB RESOURCE**

1. [www.emeraldgrouppublishing.com](http://www.emeraldgrouppublishing.com)
2. [www.journalsevier.com](http://www.journalsevier.com)
3. [www.poms.org](http://www.poms.org)

ELECTIVE SUBJECTS	
<b>3.3</b>	<b>FINANCE</b> <b>3.3.1 INDIAN FINANCIAL SYSTEM</b> <b>3.3.2 CORPORATE TAX PLANNING AND MANAGEMENT</b> <b>3.3.3 CORPORATE VALUATION AND RESTRUCTURING</b>

## 3.3.1 INDIAN FINANCIAL SYSTEM

### 1. GENERAL INFORMATION

No. of Credits per week	4
No. of Hours per week	4

### 2. PERSPECTIVE OF THE COURSE

A finance professional needs knowledge of financial management practices within the organization, and financial systems which influence the organization from outside. The financial system comprises of financial institutions, financial markets, financial instruments, financial products and services. A thorough understanding of all these components will equip a finance manager to make better and informed decisions. Hence, the course on “Indian Financial System” which orients the learner all the external forces influencing financial and strategic decisions of a business enterprise is introduced.

### 3. COURSE OBJECTIVES AND OUTCOMES

#### OBJECTIVES

- To provide an insight into the functioning of Indian financial system.
- To make students understand the various components of the financial system, the inter-relationship among different components and the impact on business enterprise

#### OUTCOMES

At the end of the course, student will learn -

- The framework of Indian Financial System.
- The various financial institutions that have impact and influence on business organizations and their functioning.
- The financial markets and their mechanism, with special emphasis on Stock

Exchanges.

- Various financial services available for a business enterprise

#### **4. COURSE CONTENT AND STRUCTURE**

<b>1</b>	<b>MODULE 1: OVERVIEW OF FINANCIAL SYSTEM</b>	<b>6 HOURS</b>
	Indian Financial System – Features, Constituents of Financial System – Financial Institutions, Financial Services, Financial Markets and Financial Instruments. Overview of Global Financial System	
<b>2</b>	<b>MODULE 2: FINANCIAL INSTITUTIONS</b>	<b>12 HOURS</b>
	Meaning of Financial Institutions, Special Characteristics, Broad Categories – Money Market Institutions and Capital Market Institutions. Industrial Finance Corporation of India, Industrial Development Bank of India, State Financial Corporations, Industrial Credit and Investment Corporation of India, EXIM Bank of India, , National Small Industrial Development Corporation, National Industrial Development Corporation, Life Insurance Corporation of India, Unit Trust of India	
<b>3</b>	<b>MODULE 3: NON-BANKING FINANCIAL INSTITUTIONS</b>	<b>8 HOURS</b>
	Meaning, Registration, Principal Business of NBFCs, Structure, Supervision, RBI Measures for NBFCs, Other Measures.	
<b>4</b>	<b>MODULE 4: FINANCIAL SERVICES</b>	<b>12 HOURS</b>
	Concept, Objectives / Functions, Characteristics, Financial Services – Concept, Classification, Regulatory Framework. Merchant Banking, Mutual Funds, Leasing, Credit Rating.	
<b>5</b>	<b>MODULE 5: FINANCIAL MARKETS</b>	<b>12 HOURS</b>
	Meaning and definition, Role and Functions of financial markets, constituents of Financial Markets, Money Market and instruments, Capital Markets and Instruments.	

# 6

## MODULE 6: STOCK EXCHANGE

6 HOURS

Meaning and definition, Role and Functions, Regulatory Framework of Stock Exchange, Profile of Indian Stock Exchanges, Listing, Trading

### 5. PEDAGOGY

- a) Lectures.
- b) Demonstrations using Excel
- c) Practical Exercises – Individual and Group
- d) Case Studies.

### TEACHING/LEARNING RESOURCES

#### ESSENTIAL READINGS

1. Guruswamy, S, "Indian Financial System", McGraw Hill Companies
2. L.M. Bhole, "Financial Institutions & Markets, Tata McGraw Hill, New Delhi.
3. Khan, M.Y, "Indian Financial System", The McGraw Hill Companies.
4. Sharma, Meera, "Management of Financial Institutions", Eastern Economy Edition.
5. Bhole and Mahakud, "Financial Institutions and Markets – Structure, Growth and Innovations", The McGraw Hill Companies.
6. Guruswamy, S, "Financial Services and System", McGraw Hill Companies
7. Edminister. R.O, Financial Institutions, Markets & Management, McGraw Hill, New York, 1986.
8. Karkal G.C, Unorganised money markets in India, Lalwani, Bombay.
9. Khan. M.Y, Indian Financial System, Vikas
10. H.R Machiraju, Indian Financial System, Vikas Pub. House.
11. E.Gorden & K. Nataraj, Financial Markets and Services, Himalaya Publishing house

#### REFERENCES

1. ICWA, Financial Services, ICAI, Publication.
2. G.S. Patel, Capital Market, Functioning and Trends, ICFAI Publication.
3. J.N. Dhonkar, A Treatise on Merchant Banking, Skylark Pub. Delhi.
4. Vindo Kothari, Leasing, Hirepurchase and Consumer Credit, Wadhwa and Company.
5. SEBI Guidelines issued from time to time.
6. K. Sriram, Handbook of Leasing, Hire Purchasing and Factor, ICFAI Publications.
7. Gledstone, Venture Capital Investing, NY, Prentice Hall.
8. Smith P.F., Money and Financial Intermediation, The Theory and Structure of Financial Systems, Prentice Hall, New Jersey.

## 3.3.2 CORPORATE TAX PLANNING AND MANAGEMENT

### 1. GENERAL INFORMATION

No. of Credits per week	4
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No. of Hours per week	4
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### 2. PERSPECTIVE OF THE COURSE

External environment, especially political and legal environment, has a huge impact and influence on conducting business. One among the factors which has a big impact on both the business enterprise and economy is the element of taxation. Unless a finance manager can analyze and think from tax perspective, no decision is complete and accurate. It is highly essential to understand the various taxes that have an impact on business, procedures to be followed and adopted for meeting tax regulatory requirements, and the system that governs them. Hence, this paper “Corporate Tax Planning and Management” is introduced to orient a prospective finance manager regarding the tax matters that influences business and train him on making decisions considering such influence.

### 3. COURSE OBJECTIVES AND OUTCOMES

#### OBJECTIVES

- To impart students with knowledge on tax, types of tax and their modalities.
- To give insight on the taxes influencing a corporate entity – both direct and indirect.
- To orient the students on the procedures and formalities to be adhered, with regard to tax matters.

#### OUTCOMES

- The meaning of taxes, types of tax and the differences between them.
- The taxonomy of taxation in India.
- Computation of income tax liability of a corporate entity and the strategies for legally reducing tax burden.
- The various indirect taxes levied by Union Government on corporate entities, the extent of liability and procedural formalities in respect of each of the taxes.



#### 4. COURSE CONTENT AND STRUCTURE

1

##### **MODULE 1: ASSESSMENT OF CORPORATE ASSESSES**

**18 HOURS**

Types of Companies, Residential Status and Incidence of Tax for companies, computation of taxable income and tax liability according to Income Tax Provisions, Book Profits, Minimum Alternate Tax under section 115JB, Tax Credit under MAT, Dividend Distribution Tax u/s 115-O.

2

##### **MODULE 2: TAX PLANNING AND MANAGEMENT**

**8 HOURS**

Tax Planning, Tax Avoidance and Tax Evasions – Meaning and differences. Objectives and Types of Tax Planning, Areas of Tax Planning – Location of Business, Nature of Business, Form of Ownership, Specific Management Decisions – Capital Structure Decisions, Own or Lease an Asset, Make or Buy Decisions, Repair or Replace Decisions, Transfer Pricing. Tax Planning for Amalgamations.

3

##### **MODULE 3: EXCISE DUTY**

**10 HOURS**

Meaning, Types, Features of Excise Duty, Sources of Excise Law, Chargeability of Excise Duty – conditions. Goods – classification. Taxable Event. Computation of Duty Payable – specific duty, Compounded Levy Scheme, Duty based on Capacity of Production, Duty based on Value – Tariff Value, Retail Sale Price, Transaction Value. Valuation of Excisable Goods. General procedures – Registration, Payment, Filing of Returns

4

##### **MODULE 4: CUSTOMS DUTY**

**10 HOURS**

Import Procedures and Export Procedures. Meaning and Types, Features and Sources, Applicability, Chargeability of Customs Duty, Exceptions for levy of customs duty, Taxable Event, Valuation of imported and exported goods for levy of customs duty. Computation of Customs Duty Payable. General Procedures.

5

##### **MODULE 5: SERVICE TAX**

**5 HOURS**

Meaning of Service – Declared Services and Specific Exclusions. Taxable Services – Negative List and Exempted Services. Taxable Value of Services - Abatements. Taxable Event. Rate of Service Tax – Special Cases. General Procedures – Registration, Payment, Filing of Returns, Assessment.

# 6

## MODULE 6: CENTRAL SALES TAX

5 HOURS

Meaning and Objects of Central Sales Tax Act, Terminology, Chargeability of Central Sales Tax – Exceptions, Rate of CST, Sale price and Taxable Turnover

### 5. PEDAGOGY

- a) Lectures.
- b) Demonstrations using Excel
- c) Practical Exercises – Individual and Group
- d) Case Studies.

### 6. TEACHING/LEARNING RESOURCES

#### ESSENTIAL READINGS

1. Singhania, Vinod, and Singhania, Kapil, “Direct Taxes – Law and Practice”, Taxmann.
2. Ahuja, Girish and Gupta, Ravi, “Direct Taxes – Law and Practice”, Bharat Publications.
3. Manoharan, T. N and Hari, G.R., “Direct Tax Laws”, Snow White Publications.
4. Sodhani, Vineet, “Indirect Taxes”, Taxmann Publications.
5. Hiregange, Jain and Nayak, “Student’s Handbook on Indirect Taxes”, Puliani and Puliani.

#### REFERENCES

1. Study material of the Institute of Chartered Accountants of India available at [http://www.icai.org/post.html?post\\_id=10169](http://www.icai.org/post.html?post_id=10169) and [http://www.icai.org/post.html?post\\_id=10172](http://www.icai.org/post.html?post_id=10172)
2. [www.finmin.ninc.in](http://www.finmin.ninc.in)
3. [www.incometaxindia.gov.in](http://www.incometaxindia.gov.in)
4. [www.cbec.gov.in](http://www.cbec.gov.in)

## 3.3.3 CORPORATE VALUATION AND RESTRUCTURING

### 1. GENERAL INFORMATION

No. of Credits per week	4
No. of Hours per week	4

### 2. PERSPECTIVE OF THE COURSE

The ultimate goal of any business enterprise is ‘wealth maximization’ or ‘value maximization’. A business enterprise must manage itself in order to achieve that goal. Such management is called ‘Value Based Management’. For making students understand the essence of value based management, they must be oriented about valuation, value drivers and the strategies that can help in reaching the goal – both organic and inorganic. This course “Corporate Valuation and Restructuring” aims at orienting finance professionals about the essential components of value based management.

### 3. COURSE OBJECTIVES AND OUTCOMES

#### OBJECTIVES

- To provide knowledge on valuation of business enterprises.
- To make students understand the various models of value based management.
- To give insight on various forms of corporate restructuring.

#### OUTCOMES

- The basic concepts required for corporate valuation.
- The various methods of valuation.
- Valuation in special cases.
- Models of value based management.
- Strategies for ‘value maximization’ – corporate restructuring, with special focus on mergers and acquisitions.

#### 4. COURSE CONTENT AND STRUCTURE

1

##### **MODULE 1: BASICS OF BUSINESS VALUATION**

**8 Hours**

Introduction, Purpose of valuation, distinction between price and value, Principles and Techniques of Valuation, Role of Valuation, key areas of valuation, Concepts of value:- Market Value, Fair value, Book Value, Intrinsic value, Investment value, Liquidation value, Replacement value. Role of valuation in Business acquisition and Corporate finance, Valuation process.

2

##### **MODULE 2: VALUATION MODELS**

**10 Hours**

Approaches/Methods of valuation: Asset-Based Approach, Earnings Based Approach( Earnings-Capitalisation Method ,P/E Ratio), DCF Approach: Market value Based Approach, Market value Added Approach . Enterprise DCF Valuation: Two stage and three stage growth models, Relative Valuation –Direct Comparison and Peer group approach, ,Contingent claim valuation

3

##### **MODULE 3: ENTERPRISE VALUATION**

**8 Hours**

Valuation of firm in pieces : Valuation of Debentures, Valuation of Equity shares, Valuation of Preference shares. Equity DCF Model (Dividend Discount Model and FCFE Model),Adjusted Present Value (APV) Model, Economic Profit Model.

4

##### **MODULE 4: INTELLECTUAL CAPITAL VALUATION**

**6 Hours**

Components and Valuation of Intellectual capital: Market to book ratio. Tobin's Q, Analytical Approaches: Economic value added, Balanced Score card, Human Resource Accounting.

5

##### **MODULE 5: CORPORATE RESTRUCTURING**

**14 Hours**

Introduction and types of corporate Restructuring.  
Expansion: Amalgamation, Absorption, Tender offer, Asset acquisition and Joint venture.  
Contraction: Spinoff, Split ups, Equity carve out Divestiture, Asset sale.  
Corporate controls: Going private, Equity buyback, Leveraged Buyouts, Anti takeover defense.

# 6

## MODULE 6: VALUATION OF MERGERS & ACQUISITION

10 Hours

Concepts of Value in context of Mergers & Acquisitions. Approaches to valuation in case of M&A: DCF Approach, Selection of appropriate cost of capital for valuation, Process of selecting target companies, Forms of Consideration and terms of acquisitions, Implications of regulations for business combinations, Post merger integration process, Types of exit strategies and their implications, Shareholder Value Analysis, Exchange Ratio-Bases used for Computation

### 5. PEDAGOGY

- a) Lectures.
- b) Demonstrations using Excel
- c) Practical Exercises – Individual and Group
- d) Case Studies.

### 6. TEACHING/LEARNING RESOURCES

#### ESSENTIAL READINGS

1. Ravi M Kishore, "Strategic Financial Management", Taxman Publication
2. Bender, Ruth and Ward, Keith, "Corporate Financial Strategy", Butterworth Heinemann.
3. Damodaran, Aswath, "Damodaran on Valuation", John Wiley.
4. Damodaran, Aswath, "The Dark Side of Valuation", John Wiley.
5. Chandra, Prasanna, "Corporate Valuation and Value Creation", McGraw Hill.
6. Jakhotiya, G.P., "Strategic Financial Management", Vikas Publishing House Private Limited.
7. Allen, David, "Financial Decisions – A Guide to the Evaluation and Monitoring of Business Strategy", The Chartered Institute of Management Accountants, Kogan Page.
8. Hampton, John, "Financial Decision Making – Concepts, Problems and Cases", Prentice Hall of India.

## REFERENCES

1. Penman, H Stephen, "Financial Statement Analysis and Security Valuation", Tata McGraw-Hill Publishing Company Limited.
2. Grinblatt, Mark and Titaman, Sheridan, "Financial Markets and Corporate Strategy", Tata McGraw Hill.
3. Chandra, Prasanna, "Financial Management", Tata McGraw Hill Publishing Limited.
4. Hawawini, Gabriel and Viallet, Claude; "Finance for Non-finance Managers", South-Western CENGAGE Learning.
5. Weaver, Samuel and Weston, Fred; "Strategic Corporate Finance" South-Western CENGAGE Learning.
6. Allen, David, "An Introduction to Strategic Financial Management – The Key to Long Term Profitability", The Chartered Institute of Management Accountants, Kogan Page.
7. Vedpuriswar, A.V, "Strategic Financial Management – Achieving Sustainable Competitive Advantage", Vision Books.
8. Marshall, John and Bansal, Vipul, "Financial Engineering – A Complete Guide to Financial Innovation".
9. Copeland, Tom, Koller, Tim and Murrin, Jack, "Valuation – Measuring and Managing the Value of Companies", McKinsey Quarterly, Wiley Finance.

ELECTIVE SUBJECTS	
3.4	<b>MARKETING</b>
	3.4.1 RETAILING MANAGEMENT AND SERVICES
	3.4.2 CONSUMER BEHAVIOR
	3.4.3 RURAL AND AGRICULTURAL MARKETING

## 3.4.1 RETAILING MANAGEMENT AND SERVICES

### 1. GENERAL INFORMATION

No. of Credits per 4

No. of Hours per 4

### 2. PERSPECTIVE OF THE COURSE

Marketing of services has emerged as a distinct area over the last couple of decades. Service industry is a large employer and contributes substantially to the economy. Marketing of services needs additional skills and understanding. There is a need to understand marketing of services including retailing which is an emerging service industry.

### 3. COURSE OBJECTIVES AND OUTCOMES

#### OBJECTIVES

- To understand the services domain from a marketing perspective.
- To understand retailing as a business and have a comprehensive view of the marketing and store management functions in a retailing organization.

#### OUTCOMES

- At the end of the course, student must be able to understand the essential components of a service business and manage retailing.

## 4. COURSE CONTENT AND STRUCTURE

1

### MODULE 1:

8 HOURS

Foundations of services marketing - The services concept- Service Industry –Nature of Services, Distinctive Characteristics of Services, Classification of Services – Importance of Services Marketing - The Growth in Services – Global & Indian Scenarios, Extended Services Marketing Mix: 7 Ps of Services Marketing.

2

### MODULE 2:

10 HOURS

The GAP model, Customer expectations of services, Customer perceptions of Service and Measurement of quality in services, Servqual model and measurement methods, Employees role in service delivery, Creating a culture of service, the services marketing triangle, Customers role in service delivery, Services -Market Segmentation – Positioning and Differentiation of Services, Strategies for managing closing the five gaps.

3

### MODULE 3:

10 HOURS

Managing the Service Process – new service development, Service Blueprints, Customer defined service standards, Physical Evidence and Cape Services. Service encounter, Service failure and recovery, Service pricing, Customer relationship management and Loyalty in services, Role of social media in customer services.

4

### MODULE 4:

10 HOURS

Introduction to retailing, types of retailers and Retail formats including e-tailers, theories of retail development, Consumer shopping behaviour and decision making process, the concept of franchising, Retail mix, measuring performance in retail, Introduction to multi-channel retailing, Retail Strategy

5

### MODULE 5:

8 HOURS

Key elements of store operations and managing touch points, role of a store manager, Retail location selection, Segmenting and targeting in retail, shopper marketing - components, store design and layouts, Visual Merchandising



# 6

## MODULE 6:

10 HOURS

Integrated marketing Communications in retailing, Merchandising concept and functions, Merchandise Management, Concept of CPFR, Category Management - Definition and process, Introduction to private labels. Customer services in retailing.

### 5. PEDAGOGY

#### Suggested Mini Projects:

- a. Create a service blueprint for a retail store/hospital/e-tailer
- b. Compare two service providers in the same product category on 7P's of Services marketing
- c. Create a letter to the customer who has made a complaint about the service
- d. Interview a service employee and a customer in the same establishment to understand expectations and managing them
- e. Visit a Kirana store and a large supermarket – compare them on various elements of the retail mix
- f. Make a structured observation sheet and observe 10 customers to a large supermarket and list your findings.
- g. Go through 4 e-tailers websites and make a SWOT analysis with a focus on 'online services'
- h. Visit a large retail store and list the functions of the 'customer service dept.' in that store based on interview and observations.
- i. Make a comparison between two retailers and their 'positioning statements' using a photo essay format

### 6. TEACHING/LEARNING RESOURCES

#### ESSENTIAL READINGS

1. Valarie A Zeithml, Mary Jo Bitner and Ajay Pandit , Services Marketing – Integrating customer focus across the firm, McGraw hill –Irwin Publication, 6th edition, 2012
2. SwapnaPradhan , “Retailing Management text and cases”, Tata McGraw hill Education, 4th edition, 2012
3. Michael Levy, Barton Weitz, and Ajay Pandit , Retailing Management, McGraw Hill Education, 8th edition, 2012

## REFERENCES

1. Paco Underhill , Why we buy – The Science of Shopping , Simon & Schuster; Updated and revised edition, 2008.
2. G.P.Sudhakar , Integrated Retail Communication, Prentice Hall of India Pvt Ltd, 2012
3. Sriram B Iyer , Retail Store Operations , Tata McGraw Hill Education Pvt Ltd, 1st Edition , 2011
4. Rosemary Varley and Routledge , Retail Product management: Buying and Merchandising ,Routledge Publication, 2 edition 2005

## JOURNALS

1. Journal of retailing and consumer services - elsevier
2. Journal of retailing
3. Journal of services marketing

## WEB RESOURCES

1. [www.retailmarketing.com](http://www.retailmarketing.com)
2. [www.forbes.com](http://www.forbes.com)

## 3.4.2 CONSUMER BEHAVIOUR

### 1. GENERAL INFORMATION

No. of Credits per 4

No. of Hours per 4

### 2. PERSPECTIVE OF THE COURSE

Consumers collectively influence economic and social conditions within an entire society. In market systems based on individual choice, consumers strongly influence what will be produced, for whom it will be produced, and what resources will be used to produce it. Consumer Behavior is the study of individuals, groups or organizations and the processes they use to select, secure, use and dispose of products, services, experiences or ideas to satisfy needs. Essentially, consumer behavior deals with how frequently a person or organization may purchase an item from a company. It closely relates to elements of customer services--such as problem resolution and overall satisfaction--and to marketing strategies such as pricing, promotion and product placement. This course covers the theoretical frameworks and applications based on the understanding of consumer behavior for marketing success and aims at understanding various factors shaping consumer choice.

### 3. COURSE OBJECTIVES AND OUTCOMES

#### OBJECTIVES

- To gain clear understanding of the factors that shape consumer behavior
- To understand various theoretical models of consumer behavior.
- To gain a perspective on consumer behaviour research and some important tools and techniques used.

#### OUTCOMES

- At the end of this course, students will be able to appreciate the importance of understanding consumer behaviour for marketing success, understand the various factors shaping consumer behaviour and choice, be able to conduct exploratory research in consumer behavior and be able to use understanding of consumer behaviour in making marketing plans

## 4. COURSE CONTENT AND STRUCTURE

1

### MODULE 1:

8 HOURS

Introduction: The Scope and importance of consumer behaviour, Concept, diversity of consumer behavior, Characteristics of Indian Consumers. Individual determinants of Consumer Behaviour, Motivation, Personality and Self Concept, Consumer Perception, Consumer Learning, Consumer Attitude Formation and Change.

2

### MODULE 2:

10 HOURS

Influences on the Consumer: Consumer needs, motives - positive and negative motivation - rational versus emotional motives. Consumer relevant reference groups - opinion leaders - family decision making and consumption related roles - family life cycle - social class and consumer behaviour - influence of culture on consumer behaviour- cross cultural context. Diffusion of innovations: the diffusion and adoption process - consumer innovativeness and personality traits.

3

### MODULE 3:

8 HOURS

Consumer decision making: Models of consumer decision making - Engle-Kollatt Blackwell model, Howard-Sheth Model, Bettman's Model, HCB Model. Concept of involvement, extensive/limited problem solving – routinized responsive behavior.

4

### MODULE 4:

8 HOURS

Post purchase behavior: Consumer satisfaction concept & Models - Expectancy Disconfirmation, Desires Congruency Model, Equity Theory, Attribution Theory, Cognitive dissonance, Consumer delight, consumer complaint behavior.

5

### MODULE 5:

12 HOURS

Consumerism: Evolution of consumer society. Definition of consumerism, buyers & sellers rights, effects of consumerism. Organizational Buying: Concept & comparison with Consumer buying, Economic Influence; Political Influence; Legal Influence; Supplier's Influence; Technology Influence; Customer Influence; Government Influence; Labour Influence, Analyzing Buyers' strengths & Negotiation Capabilities.

# 6

## MODULE 6:

10 HOURS

Organizational Influences on Buying Behavior: Buying Roles; Market Response: The Buy Grid Model; The Organizational Buying Decision Process; Buying Tasks; Interpersonal Influencing in Organizational Buying.

### 5. PEDAGOGY

- a) Class teaching will be supplemented with case study dimension, field trips and live projects in industry are recommended.
- b) Activities: Conduct a Focus group in the classroom and ask students to record their findings, Conduct a pilot survey to understand perceptions, Make a structured observation sheet and do an observational study in a retail space

### 6. TEACHING/LEARNING RESOURCES

#### ESSENTIAL READINGS

1. DebrajDatta and MahuaDatta, "Consumer behaviour and Advertising Management", Vrinda Publication Pvt Ltd, 1st Edition, 2011
2. S.Sumathi and P. Saravanel, "Marketing Research and Consumer Behaviour", Vikas Publishing House Pvt Ltd. 1st Edition, 2003
3. Leon Schiffman and Lazar Kanuk Consumer behaviour, Pretice Hall, 10th Edition, 2009
4. Paco Underhill, " Why we buy: The science of shopping", Simon and Schuster , Updated and revised edition, 2008

#### REFERENCES

1. Rama Bijapurkar, "We are like that only", Penguin India, 2013
2. Roger D Blackwell, Paul W Miniard, James F Angel, Consumer Behavior, South Western College Publication, 10 Edition, 2005
3. Damodar Mall , Supermarketwala: Secrets to Winning Consumer India,Random House, 2014
4. DhirajSinha , Consumer India: Inside the mind and wallet , John Wiley & Sons, 2011
5. S.L.Rao , Indian Market Demographics : The Consumer Classes", Global Business Press, 1st Edition,1996
6. R.Woodruff and S.F.Gardial, Know Your Customer, New Approaches to

Understanding Customer Value Satisfaction , Cambridge, MA Blackwell, 1996

7. Robert R Reeder, Eward G Brierty, Betty H Reeder, “Industrial Marketing – Analysis, Planning and Control” , Prentice Hall College Division, 2 Sub Edition, 1991

**JOURNALS:**

1. Journal of Consumer Behaviour
2. Journal of Consumer Research

**WEB RESOURCES:**

1. [www.consumerpsychologist.com](http://www.consumerpsychologist.com)
2. [www.marketingweek.com](http://www.marketingweek.com)
3. [www.mrcb.ie.edu](http://www.mrcb.ie.edu)
4. [www.websitemagazine.com](http://www.websitemagazine.com)

### 3.4.3 RURAL AND AGRICULTURAL MARKETING

#### 1. GENERAL INFORMATION

No. of Credits per	4
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No. of Hours per	4
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#### 2. PERSPECTIVE OF THE COURSE

In the Indian context, understanding rural and agricultural marketing is essential for every marketing student. 850 million people living in 6.5lakh villages provide a significant market that provides different opportunities and challenges as compared to urban India. Rural and Agricultural marketing have emerged as distinct areas and provide a general understanding of the rural economy in India and its unique opportunities and challenges as a market.

#### 3. COURSE OBJECTIVES AND OUTCOMES

##### OBJECTIVES

- To understand the opportunities and challenges in rural marketing
- To understand the differences between Rural and Agricultural marketing.
- To evaluate different marketing strategies used in rural distribution and promotion

##### OUTCOMES

- At the end of the course, the student must develop an appreciation for rural and agricultural marketing.

#### 4. COURSE CONTENT AND STRUCTURE

1

##### MODULE 1:

8 HOURS

Introduction to Rural Marketing: Definition and Scope of Rural Marketing, Components of Rural Markets, Classification of Rural Markets, Rural vs. Urban Markets. Population, Occupation Pattern, Income Generation, Location of Rural Population, Expenditure Pattern, Literacy Level, Land Distribution, Land Use Pattern, Irrigation, Rural Development Programs, Infrastructure Facilities, Rural Credit Institutions, Rural Retail Outlets.

2

**MODULE 2:**

**10 HOURS**

Segmenting Rural Markets, Rural Marketing Mix Strategies: Positioning in rural markets, Rural Product Strategies and Brand Management – Rural Pricing Strategies – Rural Distribution Strategies – Innovative Distribution Channels like ITC E-choupal, Godrej Adhar, HUL Shakti, Mahindra Samriddhi sand Godrej Sakhi. Rural Promotional Strategies, Challenges in Rural Communication, Rural Media- Mass Media, Non-Conventional Media, Personalized Media, Rural Media Typology, Rural Media Innovation, Influence of Consumer Behaviour on Communication. Cases on FMCG /Beverages /OTC marketing in rural markets.

3

**MODULE 3:**

**8 HOURS**

Marketing strategies for rural markets, Market Research in rural India including findings published reports like Thompson’s rural market index and similar ones , Consumer Finance, Public-Private Partnership, E-Rural Marketing, Role of Government and NGOs in Rural Marketing. Qualitative research techniques for rural research, NSSO rural consumption studies

4

**MODULE 4:**

**12 HOURS**

Agricultural Marketing: Nature and Scope, Objectives of Agriculture Marketing, classification of agricultural products and markets, how agricultural marketing is different from rural marketing, Challenges in Agricultural Marketing, Channels of Distribution for agricultural products, Managing rural distribution networks. Government led incentives for agricultural marketing like KrishimarataVahini, online trading in Karnataka, and Agmarknet, Impact of Rural Credit and Finance on Rural Consumerism – Scope and role of Banking and NBFCs in Rural markets.

5

**MODULE 5:**

**8 HOURS**

Export potential for farm products - Role of APEDA, Global GAP, International Marketing and Export process -Supporting Services, Cooperative Marketing –Concept, History, Functions – Reasons for slow progress of cooperative sector and successful cases such as Amul. Supply Chain Management in Agricultural products including Post harvest processes and cold chains, commodity markets and futures, understanding the



economics of fresh, chilled and frozen produce.

6

**MODULE 6:**

**10 HOURS**

The Future of Rural Marketing, Concept and working of contract farming in India. Suggestions and group discussions from students on the future of Rural Marketing in India.

Case studies of Safal, Gherkin exports, and Poultry farming may be useful.

**5. PEDAGOGY**

Class teaching augmented with relevant case studies. Field trips and live projects are compulsory in the light of understanding the practicality of the subject.

**6. TEACHING/LEARNING RESOURCES**

**ESSENTIAL READINGS**

1. PradeepKashyap , Rural Marketing, Pearson 2nd edition, 2012
2. BalramDogra&KarminderGhuman, Rural Marketing: Concepts and Cases ,Tata McGraw Hill Education Pvt Ltd, 2007

**REFERENCES**

1. Krishnamacharyulu and LalithaRamakrishnan , Rural Marketing: Texts and Cases, Pearson Education, 2nd Edition, 2011
2. NilabjaGhosh , India's Agricultural Marketing: Market Reforms and Emergence of New Channels, Springer India, 1st Edition, 2013
3. Dr. SubhashBhave , Agribusiness Management in India –Text & Cases

**OTHER RESOURCES**

1. [www.ruralmarketingsolutions.com](http://www.ruralmarketingsolutions.com)
2. [www.rmai.in](http://www.rmai.in)
3. [www.ruralyellow.in](http://www.ruralyellow.in)
4. [www.campaignindia.in](http://www.campaignindia.in)
5. [www.rwp.in](http://www.rwp.in)
6. International Journal of Rural Marketing
7. Prajnan journal of Social and Management Sciences

ELECTIVE SUBJECTS	
3.5	<b>HUMAN RESOURCES</b>
	3.5.1 LEARNING AND DEVELOPMENT
	3.5.2 INDUSTRIAL AND EMPLOYEE RELATIONS
	3.5.3 PERFORMANCE MANAGEMENT SYSTEM

## 3.5.1 LEARNING AND DEVELOPMENT

### 1. GENERAL INFORMATION

No. of Credits per week	4
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No. of Hours per week	4
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### 2. PERSPECTIVE OF THE COURSE

In the context of global competition, organizations are committing more resources, in the forms of both time and money towards learning that enables employees to continuously update and develop their competencies. The present course is designed to study the concepts and processes of learning/training and development.

### 3. COURSE OBJECTIVES AND OUTCOMES

#### OBJECTIVES

- To enable the students to understand the concepts, principles and process of learning and development.
- To develop an understanding on various non-training solutions to improve employee performance

#### OUTCOMES

- By the end of this course, a student would learn to develop an understanding of how to assess training needs and design training programmes in an Organisational setting. To familiarize the student with the levels, tools and techniques involved in evaluation of training effectiveness

## 4. COURSE CONTENT AND STRUCTURE

1

### MODULE 1:

8 HOURS

Introduction - Need and importance of Training and development in organizations - A Systematic approach to Training & Development - Assessment, Training and Development and Evaluation Phases, Training administration, difference between training and learning.

2

### MODULE 2:

10 HOURS

Need Assessment and Analysis - Organizational Support for need assessment - Operational / Organizational analysis - Requirement analysis - Individual analysis - Motivational aspects of HRD - Development cycle - Reinforcement for behaviour modification - Challenges to become learning organization - Trainee readiness - Trainee motivation to learn.

3

### MODULE 3:

10 HOURS

An overview of Instructional Approaches - Traditional and modern Instructional Approaches - Internal Vs External Training - Training Methods - On the Job - Apprenticeship working – mentoring; Off the Job - Case studies - lectures - vestibule – sensitivity - in-basket - role plays - audiovisual & other contemporary methods - Adult learning principles or methods

4

### MODULE 4:

10 HOURS

Training Evaluation and Measurement - Introduction to evaluation process - Criteria development - choosing criteria measures - Evaluation of Criteria - Experimental Designs - quasi experimental designs - Other methods of evaluation - External Training Validity - Models of Evaluation - ROI on Training

5

### MODULE 5:

10 HOURS

Human resource development - HRD at micro and macro levels - Sub-systems of HRD - role of HRD function - Concept of career – Career Stages - Steps in career Planning - Methods of career planning and development - Career development Actions and programs - Career problems and solutions - Guidelines for Career management –

Concept, need and importance of management development - Management development process - Leader centred techniques of management development.

**6**

**MODULE 6:**

**8 HOURS**

Practical - Design and conduct training program and visit vocational training institutes.

- Create and implement a training needs analysis
- Develop and implement a training plan
- Assess and/or evaluate a training plan
- Propose alternatives to training

**5. PEDAGOGY**

- Lectures
- Demonstration with training materials/videos
- Practical Excises – Individual and Group
- Case Studies

**6. TEACHING/LEARNING RESOURCES**

**ESSENTIAL READINGS**

1. Goldstein Irwin L, "Training In Organizations - Needs Assessment, Development & Evaluation", Wordsworth Publication
2. Lynton & Parekh, "Training for Development", Sage Publications
3. Robert L. Craig, "ASTD Training and Development", McGraw Hill Publications
4. Dugan laird, "Approaches to Training and Development", Perseus Publishing, 2003
5. Rao TV, "Readings in HRD", Oxford & IBH
6. NM Agrawal, Transfer of Learning - ISTD Article
7. Noe, A Raymond &Kodwani, Deo Amitabh, "Employee Training and Development", 5e, McGraw Hill Publications, 2012

## 3.5.2 INDUSTRIAL AND EMPLOYEE RELATIONS

### 1. GENERAL INFORMATION

No. of Credits per week | 4

No. of Hours per week | 4

### 2. PERSPECTIVE OF THE COURSE

The legal aspects of HR and our legal system have a pervasive impact on business activities. Decisions of PM and/or IR executives frequently raise issues which should be carefully evaluated as to their legal consequences before they are implemented. The failure to appreciate these legal implications can lead to seriously damaging, if not disastrous, results for an organization. The approach of this course would be to address National Laws and APEX court decisions that relate to law of the country in general and Labour Laws in particular.

### 3. COURSE OBJECTIVES AND OUTCOMES

#### OBJECTIVES

- To develop an understanding of the interaction pattern among labour, management and the State
- To build awareness of certain important and critical issues in Industrial Relations

#### OUTCOMES

- By the end of this course the student would learn basic knowledge of the Indian Industrial Relations System and its distinctive features in comparison to other countries

### 4. COURSE CONTENT AND STRUCTURE

1

#### MODULE 1: INDUSTRIAL RELATIONS 8 HOURS

Definition – Nature - Evolution of IR in India - Context and environment of IR .- Three actors and their roles in IR -Approaches to IR &HR Relations - Gandhian approach - Marxian approach and Dunlop’s Systems approach. Emerging Trends in IR, Future of IR in India

2

**MODULE 2 : IR POLICIES**

**12 HOURS**

The state and IR policies - Evolution of IR policies - National Commission on Labour & IR policy (1969) - Grievance procedure – discipline - Labour courts - Collective bargaining: concept and development - Industrial unrest in India

Industrial Disputes Act 1947 - Objects Of The Act - Important Definitions: Authorities Under The Act - Causes Of Industrial Disputes - Types Of Industrial Disputes - Prevention Of Industrial Disputes - Reference Of Disputes Settlement - Strikes - Lock-Outs - Lay Off-Retrenchment - Unfair Labour Practices - Standing Orders - Service Rules –Misconduct - Principles Of Natural Justice - Domestic Enquiry - Remedial Counseling

3

**MODULE 3: TRADE UNIONS**

**10 HOURS**

Reasons and types of trade unions - Trade union movement in India - Problems and challenges of trade unions - Functions of trade unions - Strengthening trade unions, Indian Trade Unions Act, 1926 – Registration, need for recognition and rights, Central trade unions in India - Participative management - Forms and levels of participation - Process of negotiation - Prerequisites of collective bargaining -Employee empowerment - Tripartite and bipartite bodies - Joint Management council - Conciliation machinery : Mediation, arbitrations -adjudication.

4

**MODULE 4: LABOUR LEGISLATIONS**

**10 HOURS**

Labour legislation in India - Social security and welfare legislations - Concept of social security - ILO and social security -Social security measures in India - Workmen’s Compensation Act,1923 - Employees State Insurance Act, 1948 -Employees Provident Fund and (Miscellaneous Provisions) Act, 1952 - Maternity benefit Act,1961,Payment of Gratuity Act 1972, Payment of Bonus Act 1965.

5

**MODULE 5: WELFARE LEGISLATIONS**

**10 HOURS**

The Factories Act 1948 - Plantation Labour Act 1951 - Contract Labour (Regulations and Abolitions Act-1970, Shops and Establishment Act, Latest rules regarding industrial relations in IT and ITES industries. Functions of Labour Department in Karnataka, Officers under the department and their duties and responsibilities.

# 6

## MODULE 6: EMERGING ISSUES 06 HOURS

Labour legislation pertaining to employees working on night shifts; specific provisions for female employees, ethical issues arising due to night shift and HR intervention; impact of night shift working on family and social life

### 5. PEDAGOGY

- Lectures
- Practical Excises – Individual and Group (Assignment to visit industries / interaction with executives)
- Case Studies / Case laws in Industrial Relations

### 6. TEACHING/LEARNING RESOURCES

#### ESSENTIAL READINGS

1. C B Marmoria, "Dynamics of Industrial Relations in India", Vikas Publishing, New Delhi.
2. P C Tripathi, "Personnel Management and Industrial Relations", S Chand, New Delhi.
3. P SubbaRao, "Human Resources Management & I R", S Chand, New Delhi.
4. ArunMonappa&RanjeetNambudiri, "Industrial Relations and Labour Laws", Tata McGraw Hill 2nd edition.
5. C.S VenkataRatnam, "Industrial relations", Oxford University Press
6. B.D.Singh, "Industrial Relations", Excel books
7. B.D.Singh, "Labour Laws for Managers", Excel books

## 3.5.3 PERFORMANCE MANAGEMENT SYSTEM

### 1. GENERAL INFORMATION

No. of Credits per week	4
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No. of Hours per week	4
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### 2. PERSPECTIVE OF THE COURSE

Performance management is basically a system of different processes that combine to create an effective workforce within the company that can effectively reach the business goals. There are many different aspects of performance management, but in most cases it can be broken down into a few simple steps. Performance management tools that can help the student to formulate plans, monitor progress closely, and even track and manage rewards.

### 3. COURSE OBJECTIVES AND OUTCOMES

#### OBJECTIVES

- The objective of this course is to equip students with comprehensive knowledge and practical skills to improve their ability for performance appraisal in their organizations.

#### OUTCOMES

- It is particularly intended for students as future managers and supervisors who will conduct the performance appraisal of their subordinates.

### 4. COURSE CONTENT AND STRUCTURE

**1**

#### MODULE 1:

**10 HOURS**

Conceptual aspects of Performance System, Dimensions and excellence in performance  
- Pillars of human performance - Theoretical base for PMS - Objectives and functions of PMS - Performance Management Prism - Competency based PMS - Electronic PMS- Potential appraisal and HRM , Performance Management and Employee Development – Emerging trends in performance appraisal



**2** **MODULE 2 :** **12 HOURS**  
Team performance Management - Building and leading high performance teams - Virtual teams - Remote working, prerequisites of remote team performance -Role of team leaders - Drivers of performance - Designing appraisal programs - Conducting appraisals - individuals and teams - Feedback mechanisms – Individual and team rewards.

**3** **MODULE 3:** **8 HOURS**  
Objectives, process, pros and cons of Performance appraisal - Design of appraisal forms using rating scales - Different methods of appraisals – Past, present and future oriented methods.

**4** **MODULE 4:** **8 HOURS**  
Data collection on Performance information - Presentation, interpretation and corrective action - Performance management guidelines and checklists for managers - Common problems in assessment - Ways to avoid pain during appraisals.

**5** **MODULE 5:** **8 HOURS**  
Managing high performance - Pay for performance - Performance improvement - Identification of gaps - Creative performance strategies - Performance management skills

**6** **MODULE 6: 10 HOURS**  
Legal issues associated with performance appraisals - Mentoring and coaching - Counselling and Monitoring Managing development - Guidelines on appraising expatriate's Performance, counselling for better performance - Six sigma and bench marking.

## 5. PEDAGOGY

- Lectures
- Practical Excises – Individual and Group
- Case Studies

## 6. TEACHING/LEARNING RESOURCES

### ESSENTIAL READINGS

1. B D Singh, "Performance Management System – A Holistic Approach", Excel books
2. S Kohli and T Deb, "Performance Management", Oxford Higher Education
3. PremChadha, "Performance Management- it's about performing not about Appraising", Mcmillan Business books
4. SoumendraNarainBagchi, "Performance Management", Cengage Learning
5. Herman Aguinis, "Performance Management", Pearson.
6. Kaizen strategies for improving team Performance, Prentice Hall
7. TV Rao Performance Appraisal , Vikas /Oxford IBH
8. TV Rao, Raju , GopalMahapatraNandini, Performance Appraisal & 360 Degree Feedback, 2nd Edition, Excel Books/Oxford IBH

ELECTIVE SUBJECTS	
<b>3.6</b>	<b>HEALTH CARE MANAGEMENT</b> <b>3.6.1 PERSPECTIVES ON HEALTH CARE SECTOR</b> <b>3.6.2 MANAGEMENT OF PUBLIC HEALTH SYSTEMS</b> <b>3.6.3 HEALTH ECONOMICS</b>

## **3.6.1 PERSPECTIVES ON HEALTH CARE SECTOR**

### **1. GENERAL INFORMATION**

No. of Credits per	4
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No. of Hours per week	4
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### **2. PERSPECTIVE OF THE COURSE**

The healthcare sector is one of the important social sectors operating in the economy which has a bearing on the performance of other sectors within the economy. This course will provide bird's eye view of health sector, including the policies pertaining to healthcare set-up in India. The course will help the participants to be familiar with terminology as applicable to healthcare set up including having overview of non-clinical disciplines. The course will also provide understanding of the roles of the government and different constituents in healthcare industry. It provides the general understanding of the gamut of the operations and impact of the same being undertaken by various stakeholders.

### **3. COURSE OBJECTIVES AND OUTCOMES**

#### **OBJECTIVES**

- To introduce the student to the overview and perspectives of healthcare sector.
- To develop sense of interest about healthcare sector among students.

#### **OUTCOMES**

- By the end of the course, the student is expected to develop sensitivity about healthcare issues.

## 4 COURSE CONTENT AND STRUCTURE

- |          |                                                                                                                                                                                                                                                                                                                                                           |                 |
|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| <b>1</b> | <b>MODULE 1: INTRODUCTION</b>                                                                                                                                                                                                                                                                                                                             | <b>8 HOURS</b>  |
|          | Meaning, Scope & Dimensions of health and well-being,- Determinants of health,- Role of healthcare in Human Development , economic Development and inclusive growth.                                                                                                                                                                                      |                 |
| <b>2</b> | <b>MODULE 2: HEALTHCARE TERMINOLOGY</b>                                                                                                                                                                                                                                                                                                                   | <b>8 HOURS</b>  |
|          | Introduction to Epidemiology, Human Biology; Familiarisation with terms like Bio-chemistry, Physiology, Anatomy, Microbiology, Pathology & Pharmacology.                                                                                                                                                                                                  |                 |
| <b>3</b> | <b>MODULE 3: INDIAN HEALTH CARE</b>                                                                                                                                                                                                                                                                                                                       | <b>10 HOURS</b> |
|          | Constitutional rights and obligations for citizens,-Healthcare Delivery in India-Primary, Secondary and Tertiary Levels,-Public and Private Health Systems-Indigenous Systems of Medicine-Health Policy-Healthcare Reforms in the recent years.                                                                                                           |                 |
| <b>4</b> | <b>MODULE 4: HEALTHCARE SECTOR</b>                                                                                                                                                                                                                                                                                                                        | <b>12 HOURS</b> |
|          | Introduction to Medical Diagnostics, Devices and Imaging Industry, Pharmaceuticals, Medical Tourism and Health Insurance-Drivers of healthcare industry-Government Policies and Regulations-Profiles of the major companies -Outsourcing; Challenges and Opportunities-Recent Trends-Research and Development Activities.                                 |                 |
| <b>5</b> | <b>MODULE 5: STATUS OF THE HEALTHCARE SECTOR</b>                                                                                                                                                                                                                                                                                                          | <b>12 HOURS</b> |
|          | Introduction to Demographics- Statistics on healthcare infrastructure in India- Overview of international health systems as compared to Indian Health System-Plurality of healthcare situation-Coverage and the impact of the health services-Future of the Indian Health System-Challenges and emerging domains in the healthcare delivery- Social Audit |                 |
| <b>6</b> | <b>MODULE 6: PRACTICAL INTERACTION</b>                                                                                                                                                                                                                                                                                                                    | <b>6 HOURS</b>  |
|          | Case Study Discussion and interaction with healthcare professionals from constituents of the healthcare sector.                                                                                                                                                                                                                                           |                 |

## 5 PEDAGOGY

The course is expected to use a combination of approaches such as lecture, case discussion, web-based assignments, experiences, case study designing specific to the topic, exploratory exercises, instruments, videos , Awareness Generation Visits, Interactions with subject experts..

## 6 TEACHING/LEARNING RESOURCES

### ESSENTIAL READINGS

1. Goel, S.L., "Health Care Organization and Structure", Deep and Deep Publications, 2004
2. Majumdar, P.K., " Fundamentals of Demography", Rawat Publications , 2010
3. Moision, Marie A, "A Guide to Health Insurance Billing", Delmar Cengage Learning, 1st Edition, 2000
4. Kumar, Rajesh, " Global Trends in Health and Medical Tourism", SBS Publishers and Distributors Pvt Ltd., 2009

### REFERENCES

- 1) <http://www.medicaltourisminindia.net/index.html>
- 2) <http://www.healthbase.com/>
- 3) Excellence in Diagnostic Care-Creating a value chain to deliver an excellent customer experience- KPMG and CII Report, 2011
- 4) Medical Technology industry in India-Riding the growth wave-Deloitte and CII Report-July 2010
- 5) Indian Medical Electronics Industry 2020-Deloitte and FICCI Report, December 2011
- 6) Healthcare Pulse -Medical Devices : India Insight 2013-Grant Thornton , 2013
- 7) Health Insurance Evolution in India; An Opportunity to Expanded Access , Cognizant 20-20 Insights, February 2014
- 8) A Brief Report on Healthcare, Telemedicine, and Medical Tourism in India, October 2013, Corporate Catalyst India, [www.cci.in](http://www.cci.in)

## 3.6.2 MANAGEMENT OF PUBLIC HEALTH SYSTEMS

### 1. GENERAL INFORMATION

No. of Credits per | 4

No. of Hours per week | 4

### 2. PERSPECTIVE OF THE COURSE

“Prevention is better than cure”. This adage goes well with the public health systems. This course will help in learning, develop, implement and evaluate effective public health initiatives within the country. The knowledge attained by this course will enable professionals to conceptualize and analyze programs in the context of the communities they serve, taking into account cultural, social, economic, ethical and legal factors.

### 3. COURSE OBJECTIVES AND OUTCOMES

#### OBJECTIVES

- To introduce the student to public health domain.
- To make the student understand the principles and dimensions of public health.

#### OUTCOMES

- The student shall be in a position to appreciate the role and importance of public health in healthcare

### 4. COURSE CONTENT AND STRUCTURE

1

#### MODULE 1: INTRODUCTION TO PUBLIC HEALTH

8 HOURS

Meaning and scope - Changing concepts in public health – Concept of disease - Principles of disease transmission & disease control- Health for All vs Health for only those who can pay.

2

#### MODULE 2: PUBLIC HEALTH SYSTEM

10 HOURS

Healthcare of community-Public Health Planning and Management- Role of environment (air, water and land) in Health-Disaster Management-Prediction, Preparation and Rehabilitation-Communitization of Health

- 3** **MODULE 3: PRINCIPLES AND METHODS OF PUBLIC HEALTH 10 HOURS**  
Epidemiology of communicable and non-communicable diseases-Vital Statistics of Public Health – Principles of epidemiological studies and epidemiological methods – Types of epidemiological studies- Surveillance, Monitoring.
- 4** **MODULE 4: NATIONAL HEALTH PROGRAMMES 12 HOURS**  
Health Programmes on Maternal and Child Health, Family Welfare, Occupational Health, Environmental Health, Genetics, Geriatric Health, Nutrition and Health and Mental Health-Evaluation of the programmes and schemes-National Health Mission-Community Health Programs-Community Participation-Role of NGOs-Advocacy Campaigns
- 5** **MODULE 5: HEALTH EDUCATION AND COMMUNICATION 10 HOURS**  
Information, Communication and Education (ICE) in Health; Principles, Methods, and Materials-Role of Mass Media-Mass Communication.
- 6** **MODULE 6: MEDICAL ETHICS 6 HOURS**  
Codes of Conduct: MCI Regulations (Professional conduct etiquette and ethics) – Ethics of trust vs ethics of rights– Understanding of patient rights-Distributive justice in health care – Ethics in organ transplantation, clinical trial, care of terminally ill, Euthanasia (Assisted Death)

## 5. PEDAGOGY

The course is expected to use a combination of approaches such as lecture, case discussion, web-based assignments, experiences, case study designing specific to the topic, videos, films and visits to Primary Health Centers and Government Hospitals

## 6. TEACHING/LEARNING RESOURCES

### ESSENTIAL READINGS

1. K Park., "Text Book of Preventive and Social Medicine", BanarasidasBhanot, 21 edition ,2011
2. Webber, Roger ., "Communicable Disease Epidemiology and Control: A Global Perspective" , Oxford University Press ; 2nd Edition , 2005
3. Rao, A.A. Kameswara .,"Community Medicine: Practical Manual" , 2005
4. Schneider, Mary-Jane., "Introduction to Public Health" ., Jones & Bartlett Publishers; 3 edition , 2012
5. Sathe&Sathe., "Epidemiology & Management for Healthcare for all", Popular Prakashanam,1997
6. Francis C M.,"Medical Ethics", Jaypee Brothers Medical Publishers (Pvt Ltd), New Delhi, 1993.
7. S. L Goel., "Healthcare Systems and Managements; Primary Healthcare Management", Deep and Deep Publications, New Delhi , Vol 4, 2001.



## 3.6.3 HEALTH ECONOMICS

### 1. GENERAL INFORMATION

No. of Credits per week	4
No. of Hours per week	4

### 2. PERSPECTIVE OF THE COURSE

Health Economics course has been designed to develop basic understanding and skills necessary to analyze issues and problems in utilization of health services from an economic perspective. Health sector consumes a large proportion of resources. As a consequence, there are major economic issues involved, not only on whether this amount is right, but how best to spend it and on whom. Therefore, this course becomes imperative for policy makers, planners, and managers in the field of healthcare. The course covers the basic theory of microeconomics in health care such as demand, supply, pricing; production, cost, competitive market equilibrium, monopoly and monopolistic market etc.

### 3. COURSE OBJECTIVES AND OUTCOMES

#### OBJECTIVES

- To introduce the student to the micro and macro-economic principles as applicable to healthcare.
- To make the student to understand healthcare markets.

#### OUTCOMES

- By the end of the course, the student shall be in a position to understand the application of healthcare economics.

### 4. COURSE CONTENT AND STRUCTURE

1

#### MODULE 1: NATURE AND SCOPE OF HEALTH ECONOMICS 6 HOURS

Definition , Concept and application in Health Systems-Health Economics vs Healthcare Economics-Basic Economic Concepts - Circular Flow of Economic Activity - Using Economics to Study Health Issues - Nature and relevance of Economics to Health and Medical care.

<b>2</b>	<p><b>MODULE 2: HEALTH CARE AND MACRO ECONOMICS</b> <span style="float: right;"><b>10 HOURS</b></span></p> <p>Unique nature of health as an economic activity-Demand and supply of healthcare- Health as a consumer and investment good- Macro economic theory and policy - Valuation &amp; Measurement of Health-Monetary evaluation of length of life- Valuation of the quality of life-Economic Evaluation in healthcare– Understanding of welfare economics.</p>
<b>3</b>	<p><b>MODULE 3: HEALTHCARE AND MICROECONOMICS</b> <span style="float: right;"><b>10 HOURS</b></span></p> <p>Current Assets, Inventory valuation, Cost formulas (AS-2) Fixed Assets Cost of Acquisition (AS-10), Depreciation methods (AS-6), Liabilities and its classification.</p>
<b>4</b>	<p><b>MODULE 4: HEALTHCARE ECONOMICS AND PLANNING</b> <span style="float: right;"><b>10 HOURS</b></span></p> <p>Basic Economic Aspects in Healthcare-Externalities (Spillover Effects)-Equity and Health- Techniques of Economic Efficiency, Operational Efficiency and Allocative Efficiency - Economic aspects of Public Private Partnership (PPP).</p>
<b>5</b>	<p><b>MODULE 5: HEALTHCARE MARKET</b> <span style="float: right;"><b>12 HOURS</b></span></p> <p>Meaning and definition, Role and Functions of financial markets, constituents of Financial Markets, Money Market and instruments, Capital Markets and Instruments.</p>
<b>6</b>	<p><b>MODULE 6: PRACTICAL ASSIGNMENT</b> <span style="float: right;"><b>8 HOURS</b></span></p> <p>Assignment on demand and supply analysis of new hospitals.</p>

## 5. PEDAGOGY

The course is expected to use a combination of approaches such as lecture, case discussion, case study designing specific to the topic

## 6. TEACHING/LEARNING RESOURCES

### ESSENTIAL READINGS

1. Getzen, Thomas E., "Health Economics and Financing", Wiley, 3rd Edition, 2006
2. Dutta, ShuvenduBikash., "Health Economics for Hospital Management", Jaypee Brothers Medical Publication Ltd, 2014.

3. N K Anand & Shikha Goel, "Health Economics", A.I.T.B.S Publishers India, New Delhi, 2nd Edition, 2010
4. H S Rout & P.K Panda, "Health Economics in India", New Century Publications, New Delhi, 2007
5. V Raman Kutty, "A Premier of Health Systems Economics", Allied Publishers, New Delhi, 1999
6. James Henderson, "Health Economics and Policy", Cengage Learning, 5 Edition, 2011
7. Rexford E. Santerre and Stephen P. Neun, "Health Economics: Theories, Insights and Industry Studies" The Dryden Press, Harcourt Brace & Co., Orlando, 6th Edition, 2012

## REFERENCES

1. [www.macrosan.org](http://www.macrosan.org): Government Health Expenditure in India; a benchmark study.
2. UNDP: Human Development Report, OUP, New York (Recent three years).
3. Government of India, Five Year Plans.
4. Report of National Commission on Macro-Economics and Health, 2005, Ministry of Health and Family Welfare, Government of India

ELECTIVE SUBJECTS	
<b>3.7</b>	<b>BANKING FINANCE AND INSURANCE SERVICES (BFIS)</b> <b>3.7.1 STRATEGIC CREDIT MANAGEMENT IN BANKS</b> <b>3.7.2 INSURANCE PLANNING &amp; MANAGEMENT</b> <b>3.7.3 INDIAN FINANCIAL SYSTEM</b>

## **3.7.1 STRATEGIC CREDIT MANAGEMENT IN BANKS**

### **1. GENERAL INFORMATION**

No. of Credits per week	4
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No. of Hours per week	4
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### **2. PERSPECTIVE OF THE COURSE**

Major challenge faced by every bank is its deteriorating quality of assets, especially the 'advances'. A liberal lending policy of a bank can lead to high volume of non-performing assets while a rigid lending policy could get no business. Further, the competition among banks could force banks to adopt short-term measures for boosting measures, having impact on long-run record of the business. Hence, it is essential for banks to have the idea of managing credit strategically. This course provides a framework of Credit Management of Banks from strategic perspective.

### **3. COURSE OBJECTIVES AND OUTCOMES**

#### **OBJECTIVES**

- To provide a framework of banking in general, and functioning of banks in Indian context, in particular.
- To provide knowledge of the credit management strategies of banks.
- To make understand the process and procedures adopted by banks for processing loan applications.
- To provide knowledge of management of non-performing assets of various banks.

## OUTCOMES

By the end of the course, a student would

- Know the regulation of banks in Indian environment and their functioning.
- Know the process, systems and procedures of sanctioning credit by various banks.
- Obtain the skill of evaluating financial statements and other documents as appraised by the banks.
- Know about the strategies used by banks for managing non-performing assets

## 4. COURSE CONTENT AND STRUCTURE

<b>1</b>	<b>MODULE 1: EVOLUTION OF BANKING INSTITUTIONS</b>	<b>10 HOURS</b>
	Introduction to banking business, Commercial Banking, Functions, Services, General Structure and methods of Commercial Banking in India, Mechanism of Credit Creation, Liabilities, Assets of Banking, Systems of Banking, Banking innovations, RBI, Functions and Role of RBI, Monetary policy of RBI	
<b>2</b>	<b>MODULE 2: OVERVIEW OF BANK'S CREDIT POLICY</b>	<b>8 HOURS</b>
	Introduction to Credit policy, Importance, Objectives and Formulation of Loan policy, Credit Exposure and RBI norms, Different types of Loan and Advances, Fund based and Non-Fund based facilities.	
<b>3</b>	<b>MODULE 3: APPRAISAL OF CREDIT PROPOSALS: SANCTIONING OF CREDIT LIMITS</b>	<b>10 HOURS</b>
	Introduction, Meaning and Scope of Credit Appraisal, The credit process, Pre-Appraisal stage, Appraisal stage, Post-sanction Compliance: Monitoring and Supervision of Advances, Documentation, Purpose, Process for Fresh Advances, Documentation at time of Renewal/Enhancement/Death of a borrower.	
<b>4</b>	<b>MODULE 4: CREDIT ANALYSIS: DIFFERENT TYPES OF BANK BORROWERS</b>	<b>10 HOURS</b>
	Introduction, Credit Analysis of Sole Proprietary concern, Partnership firms, Limited companies, Local Bodies and Statutory Bodies/Corporations.	

# 5

## **MODULE 5: EVALUATING COMMERCIAL LOAN REQUEST: FINANCIAL STATEMENT**

### **ANALYSIS 10 HOURS**

Introduction, Financial statements, Ratio Analysis as a tool for Financial Statement analysis, Accounting ratios, Types of ratios used for appraisal of Credit Proposal

# 6

## **MODULE 6: MANAGEMENT OF NON-PERFORMING ASSETS 8 HOURS**

Introduction, Meaning and Definition, Importance, and Classification of Non - Performing assets, Guidelines for classification, Provisioning norms, Recovery of NPA's, Strategies for reducing NPA's

## **5. PEDAGOGY**

- a) Lectures and presentations.
- b) Live examples and cases
- c) Seminars from industry experts.
- d) Assignments about interaction with banks.

## **6. TEACHING/LEARNING RESOURCES**

### **ESSENTIAL READINGS**

1. G. S. Popli and S. K. Puri, Strategic Credit management in Banks, PHI, 2013
2. K.C Shekhar and LekshmyShekhar, Banking Theory and practice, Vikas Publication, 21st edition, 2013
3. Padmalatha Suresh and Justin Paul, Management of Banking and Financial Services, Pearson, 3rd Edition, 2014
4. P.K. Gupta, Insurance and Risk Management, Himalaya publishing house, 2015
5. JatinderLoomba: Risk Management and Insurance Planning PHI, 2014
6. L.M. Bhole and JitendraMahakud, Financial Institutions and Markets, 5th Edition, 2012
7. JyotsnaSethi and Nishwan Bhatia, Elements of Banking and Insurance, PHI, 2nd Edition, 2012
8. Bharati.V. Pathak, The Indian Financial system, Pearson Education, 2nd Edition, 2008
9. Koch W Timorty and S Scott, "Bank Management", Thomson, New Delhi.
10. IIBF, "Principles of Banking", Mc Milan, New Delhi.
11. IIBF, "Risk Management", Mc Milan, New Delhi.

12. Bagchi S.K., "Credit Risk Management", Jaico Publishing House, Mumbai.
13. Rose, Peter, "Commercial Bank Management", 5th Edition, Texas A&M University, College Station..
14. Karkal G.C: Unorganised money markets in India, Lalwani, Bombay.
15. Khan. M.Y. Indian Financial System, Vikas
16. H.R Machiraju: Indian Financial System, Vikas Pub. House.
17. E.Gorden& K. Nataraj, Financial Markets and Services, Himalaya Publishing house

## 3.7.2 INSURANCE PLANNING & MANAGEMENT

### 1. GENERAL INFORMATION

No. of Credits per week	4
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No. of Hours per week	4
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### 2. PERSPECTIVE OF THE COURSE

Many Financial Products and Services have been innovated and introduced in financial markets over centuries. One of the Prominent Financial Products is Insurance. Being the need of every individual and organization, knowledge of its spread, systems and operations is essential for every person planning a career in Finance. This Course is introduced to provide a broad based knowledge about various insurance products and the operational procedures associated with the major products.

### 3. COURSE OBJECTIVES AND OUTCOMES

#### OBJECTIVES

- To provide knowledge on the various forms of Life, Health and Property Insurance.
- To provide orientation on selection of insurance products.
- To outline the mechanism of pricing insurance products.
- To orient about the operational procedures of various forms of insurance.

#### OUTCOMES

By the end of the course, a student would

- Know about the various forms of insurance and their suitability.
- Know about the criteria for selection of various insurance products.
- Know the pricing mechanism of insurance products.
- Know the systems and procedures associated with various forms of insurance.

### 4. COURSE CONTENT AND STRUCTURE

**1**

#### MODULE 1: INTRODUCTION TO INSURANCE

**8 HOURS**

Introduction, Meaning, Origin and Development of Insurance, Characteristics, Purpose and Need, Benefits, Functions and Importance of Insurance, Principles and Nature of Insurance Contract, Types of Insurance Contracts, Fundamentals of Insurability, Classifications of Insurance, Structure of Insurance Industry in India.



2

**MODULE 2: LIFE INSURANCE, NEED AND POLICY ANALYSIS**

**10 HOURS**

Introduction, Motives of Purchasing Life Insurance Policy, Life's need analysis, Determining the amount of Life Insurance, Human value approach, Need's approach, Capital retention approach, Life Insurance Policy, Types of Life Insurance Policy, Benefits of Life Insurance, Policy selection, Determining the cost of Life Insurance, Factors to consider while buying Life insurance.

3

**MODULE 3: MEDICAL INSURANCE**

**10 HOURS**

Health Insurance Policy, Health Insurance Policies in India - An Overview, Types of Health Insurance, Types of Coverage, Personal Accidents/Disability Income Insurance, Factors to consider while buying Medical Insurance

4

**MODULE 4: PERSONAL PROPERTY AND LIABILITY INSURANCE**

**8 HOUR**

Home Owner's Insurance, Coverage Types, Claims procedure, Motor Vehicle Insurance - Types, Overseas and Travel Insurance-Types, Travel Insurance Policy exclusion.

5

**MODULE 5: INSURANCE PRICING**

**10 HOURS**

Pricing Objectives, Rate making, Life Insurance Pricing elements, Objectives of Rate making, Basis of rating in Indian context, calculation of Premium, Rate making in property and Liability Insurance, Methods of Loading

6

**MODULE 6: POLICY SERVICING AND CLAIMS SETTLEMENT**

**10 HOURS**

Insurance Documents, Nomination, Alterations, Revival, Policy loans, Surrender value and Paid up value, Issue of Duplicate Policies, Cost Policies, Claim settlement Objectives, Types and Steps in Settlement of Claim, Claim settlement process for Life Insurance, Health Insurance, Re-Insurance, Need, Types and Alternatives.

**5. PEDAGOGY**

- a) Lectures and presentations.
- b) Live examples and cases about policy pricing and settlement procedures.
- c) Seminars from industry experts.
- d) Assignments about interaction with insurance agents and companies

## 6. TEACHING/LEARNING RESOURCES

### ESSENTIAL READINGS

1. JatinderLoomba: Risk Management and Insurance Planning PHI, 2014
2. Misra M.N and Misra S.R, Insurance Principles and Practice, S.Chand and Co. NewDelhi, 2007
3. P.K. Gupta, Insurance and Risk Management, Himalaya publishing house, 2015
4. Jave S. Trieschimam, Sandra G. Guatarson, Robert E Houyt, Risk Management and Insurance, Thomson Sowlla Western Singapore, 2003
5. Black, Kenneth and Horord D Shipper, "Life and Health Insurance", Pearson Education, New Delhi.
6. Ganguly, Anad, "Insurance Management", New Age International, New Delhi

## 3.7.3 INDIAN FINANCIAL SYSTEM

### 1. GENERAL INFORMATION

No. of Credits per week | 4

No. of Hours per week | 4

### 2. PERSPECTIVE OF THE COURSE

A finance professional needs knowledge of financial management practices within the organization, and financial systems which influence the organization from outside. The financial system comprises of financial institutions, financial markets, financial instruments, financial products and services. A thorough understanding of all these components will equip a finance manager to make better and informed decisions. Hence, the course on “Indian Financial System” which orients the learner all the external forces influencing financial and strategic decisions of a business enterprise is introduced.

### 3. COURSE OBJECTIVES AND OUTCOMES

#### OBJECTIVES

- To provide an insight into the functioning of Indian financial system.
- To make students understand the various components of the financial system, the inter-relationship among different components and the impact on business enterprise

#### OUTCOMES

- The framework of Indian Financial System.
- The various financial institutions that have impact and influence on business organizations and their functioning.
- The financial markets and their mechanism, with special emphasis on Stock Exchanges.
- Various financial services available for a business enterprise

### 4. COURSE CONTENT AND STRUCTURE

1

#### MODULE 1: OVERVIEW OF FINANCIAL SYSTEM

6 HOURS

Indian Financial System – Features, Constituents of Financial System – Financial Institutions, Financial Services, Financial Markets and Financial Instruments. Overview of Global Financial System

2

**MODULE 2: FINANCIAL INSTITUTIONS**

**12 HOURS**

Meaning of Financial Institutions, Special Characteristics, Broad Categories – Money Market Institutions and Capital Market Institutions. Industrial Finance Corporation of India, Industrial Development Bank of India, State Financial Corporations, Industrial Credit and Investment Corporation of India, EXIM Bank of India, , National Small Industrial Development Corporation, National Industrial Development Corporation, Life Insurance Corporation of India, Unit Trust of India

3

**MODULE 3: NON-BANKING FINANCIAL INSTITUTIONS**

**8 HOURS**

Meaning, Registration, Principal Business of NBFCs, Structure, Supervision, RBI Measures for NBFCs, Other Measures.

4

**MODULE 4: FINANCIAL SERVICES**

**12 HOURS**

Concept, Objectives / Functions, Characteristics, Financial Services – Concept, Classification, Regulatory Framework. Merchant Banking, Mutual Funds, Leasing, Credit Rating.

5

**MODULE 5: FINANCIAL MARKETS**

**12 HOURS**

Meaning and definition, Role and Functions of financial markets, constituents of Financial Markets, Money Market and instruments, Capital Markets and Instruments.

6

**MODULE 6: STOCK EXCHANGE**

**6 HOURS**

Meaning and definition, Role and Functions, Regulatory Framework of Stock Exchange, Profile of Indian Stock Exchanges, Listing, Trading

**5. PEDAGOGY**

- a) Lectures.
- b) Demonstrations using Excel
- c) Practical Exercises – Individual and Group
- d) Case Studies.

## 6. TEACHING/LEARNING RESOURCES

### ESSENTIAL READINGS

1. Guruswamy, S., "Indian Financial System", TheMcGraw Hill Companies.
2. L.M. Bhole: Financial Institutions & Markets, Tata McGraw Hill, New Delhi.
3. Khan, M.Y; "Indian Financial System", TheMcGraw Hill Companies.
4. Sharma, Meera; "Management of Financial Institutions", Eastern Economy Edition.
5. Bhole and Mahakud, "Financial Institutions and Markets – Structure, Growth and Innovations", TheMcGraw Hill Companies.
6. Guruswamy, S, "Financial Services and System", McGraw Hill Companies
7. Edminister. R.O: Financial Institutions, Markets & Management, McGraw Hill, New York, 1986.
8. Karkal G.C: Unorganised money markets in India, Lalwani, Bombay.
9. Khan. M.Y. Indian Financial System, Vikas
10. H.R Machiraju: Indian Financial System, Vikas Pub. House.
11. E.Gorden& K. Nataraj, Financial Markets and Services, Himalaya Publishing house

### REFERENCES

1. ICWA, Financial Services, ICAI, Publication.
2. G.S. Patel, Capital Market, Functioning and Trends, ICFAI Publication.
3. J.N. Dhonkar, A Treatise an Merchant Banking, Skylark Pub. Delhi.
4. Vindo Kothari, Leasing, Hirepurchase and Consumer Credit, Wadhwa and Company.
5. SEBI Guidelines issued from time to time.
6. K. Sriram, Handbook of Leasing, Hire Purchasing and Factor, ICFAI Publications.
7. Gledstone, Venture Capital Investing, NY, Prentice Hall.
8. Smith P.F., Money and Financial Intermediation, The Theory and Structure of Financial Systems, Prentice Hall, New Jersey.

ELECTIVE SUBJECTS	
<b>3.8</b>	<b>STARTUPS AND SMEs MANAGEMENT</b> <b>3.8.1 PERSPECTIVES ON STARTUPS AND SMEs</b> <b>3.8.2 BASIC MANAGEMENT ASPECTS OF SMALL BUSINESS</b> <b>3.8.3 ESTABLISHMENT OF SMEs</b>

## **3.8.1 PERSPECTIVES ON STARTUPS AND SMEs**

### **1. GENERAL INFORMATION**

No. of Credits per	4
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No. of Hours per week	4
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### **2. PERSPECTIVE OF THE COURSE**

Micro, Small and Medium Enterprises (MSME) contribute nearly 8 percent of the country's GDP, 45 percent of the manufacturing output and 40 percent of the exports . An estimated 47 million enterprises with an investment of Rs.13 trillion in fixed assets accounted for an employment of 106 million people in 2012-13 .They provide the largest share of employment after agriculture. They are the nurseries for entrepreneurship and innovation. They are widely dispersed across the country, in both urban and rural areas, and produce a diverse range of products and services to meet the needs of the local markets, the global market and the national and international value chains. For these reasons, MSME is rightly recognized as an engine of economic growth and as an important and vibrant socio-economic actor in the national ecosystem. But, in an increasingly globalizing market, competitiveness is the key for the survival and growth of an MSME. This demands sound strategic and operational management of the enterprise. This course is aimed at imparting knowledge and skills to address this demand. This course exposes students to the objectives, challenges, and requirements for effectively managing the small to mid-sized business. The course assumes the venture in question is in existence, and therefore spends little or no time with startup related issues, which are covered in another elective in this stream.

### 3. COURSE OBJECTIVES AND OUTCOMES

#### OBJECTIVES

- To develop perspective and an appropriate understanding of Startups and SMEs in the Indian context.

#### OUTCOMES

- By the end of the course, students will build an awareness and application level on the startups and SMEs.

### 4. COURSE CONTENT AND STRUCTURE

1

#### MODULE 1: INTRODUCTION

8 HOURS

Definition and meaning SMEs & startups, role, importance and present status in Indian economy, Factors influencing their emergence, Government Policies for startups and SMEs in India, Monetary and Fiscal Policies, Problems and Challenges.

2

#### MODULE 2: PROCESS OF NEW VENTURE

10 HOURS

Registration & Licensing, bank & other statutory formalities. Organizing the basic infrastructure such as premises, water, power, transport etc., procurement of machinery & equipment, mobilization of human and material resources, trial run.

3

#### MODULE 3: LAUNCHING OF STARTUPS

10 HOURS

Meaning, Registration, Principal Business of NBFCs, Structure, Supervision, RBI Measures for NBFCs, Other Measures.

4

#### MODULE 4: SUPPORTING INSTITUTIONS

12 HOURS

Concept of Market equilibrium and Revenue curves, Characteristics of different market structures, Price determination and firms equilibrium under perfect competition, monopolistic competition, oligopoly and monopoly, Price discrimination, International price discrimination and dumping, Pricing methods

5

**MODULE 5: FINANCING**

**8 HOURS**

Theories of factor pricing: wages and rent, Theories of interest and investment decisions, Profit and profit functions.

6

**MODULE 6: PRACTICALS**

**8 HOURS**

Discussions on Live Case studies of two Enterprises, Talk by/ Interaction with two entrepreneurs from the start ups and established SME.

**5. PEDAGOGY**

A mix of lectures, case study and a hands-on project

**6. TEACHING/LEARNING RESOURCES**

**ESSENTIAL READINGS**

1. Norman Scarborough , “Effective Small Business Management: An Entrepreneurial Approach”. Prentice Hall Publication, 2010
2. Longenecker, Moore et al , “Small Business Management”, Thomson Publishing Company ,14th edition, 2008
3. Dr. Vasant Desai, ”Small scale industries and entrepreneurship”, Himalaya Publishing House,9th Edition, 2014
4. Dr. JyotiGogte , Startup and New Venture Management, Vishwakarma Publication, 1st Edition, 2014
5. Edition, 2014
6. Dr. AtulKapdi , Startup and New Venture Management, Thakur Publications
7. M.P. Haridas , “Small Business Environment and Management”, Adhyayan Publishers and Distributors, 2010
8. K.V. SubbaRao , “Entrepreneurial Development and New Enterprise Management”, Adhyayan Publishers and Distributors, 2009
9. Indian Institute of Banking and Finance , “Small and Medium Enterprises in India” Taxmann Publishers, 2013
10. Ashim Kumar Das , “Financial Management: A study of Small Business in North Eastern Region of India”, Akanksha Publishing, 2006
11. Preeti Singh , “Dynamics of Indian Financial System: Markets, Institutions and Services, Global Professional Publishing Ltd, 2012



## **REFERENCES**

1. Prof. AnjanRaichaudhuri, Managing New Ventures – Concepts and Cases on Entrepreneurship, PHI Learning Pvt Ltd,2010
2. Report of the Working Group on MSME for the 12th Five-Year Plan, Ministry of MSME, Government of India.
3. Report of the PM’s Task Force on MSME, 2010
4. Annual Report – 2013-14, Ministry of MSME, Government of India

## **E-RESOURCES**

1. <http://msme.gov.in/Web/Portal/New-Default.aspx>
2. <http://bprmedia.hu/HBR%20on%20Strategy%20%20k%FCI%F6nsz%E1m.pdf#page=57>

## **JOURNALS:**

1. Journal of Small Business, Wiley-Blackwell, UK
2. Journal of Small Business & Entrepreneurship, Routledge, UK

## 3.8.2 BASIC MANAGEMENT ASPECTS OF SMALL BUSINESS

### 1. GENERAL INFORMATION

No. of Credits per	4
No. of Hours per week	4

### 2. PERSPECTIVE OF THE COURSE

Management includes management of business organizations, whether large, medium, small or micro. Small businesses are not necessarily managed in a way similar to that of large and multinational organizations. In other words, management of functional area of large organizations is different from that of small businesses because of size, resources, challenges and nature of the business. Hence entrepreneur of small business has to have better understanding of management of business organizations in general and management of small business in particular. This will ensure success in not only establishment but also in management and growth of small business.

### 3. COURSE OBJECTIVES AND OUTCOMES

#### OBJECTIVES

- To make the students understand the managerial dimensions of small business.
- To help the students get equipped with necessary managerial skills for managing their enterprises in case of potentiality.

#### OUTCOMES

- By the end of the course, the confidence of students in managing the small businesses will increase.

### 4. COURSE CONTENT AND STRUCTURE

1

#### MODULE 1: INTRODUCTION

8 HOURS

Characteristics of the small business – Differences with Large Business, Management of Small business Vis-a-Vis large business, Managing Business Environment for SMEs.

<b>2</b>	<p><b>MODULE 2: MANAGING MARKETING</b> <span style="float: right;"><b>10 HOURS</b></span></p> <p>Internal and External environment scanning, Business Model Development, Idea Management, Marketing Plan, formal and informal Market Research, distribution channels, Role of ICT</p>
<b>3</b>	<p><b>MODULE 3: MANAGING FINANCES</b> <span style="float: right;"><b>10 HOURS</b></span></p> <p>Challenges of Managing Finance, Taxation and Costing. Sources of Finance, Traditional costing vs Activity based costing, Handling petty cash, Business and checks, computerised accounting – advantages, Merchant accounts, accounting software.</p>
<b>4</b>	<p><b>MODULE 4: MANAGING HUMAN RESOURCE</b> <span style="float: right;"><b>10 HOURS</b></span></p> <p>Identifying the human resources who can work for small business, strategies for Human Resource policies for small business, Strategies for building human resources team for small business.</p>
<b>5</b>	<p><b>MODULE 5: MANAGING PRODUCTION AND OPERATIONS</b> <span style="float: right;"><b>10 HOURS</b></span></p> <p>Production in small business vis-a-vis production in large business, size of the plant, process, planning and control of production in small business, cost of production, utilization of production capacities, technical knowhow.</p>
<b>6</b>	<p><b>MODULE 6: PRACTICALS</b> <span style="float: right;"><b>8 HOURS</b></span></p> <p>Interaction with any 3 small business entrepreneurs on experiences of managing Marketing, Finance, Human Resources &amp; Production.</p>

## 5. PEDAGOGY

- Combination of lectures
- Case studies
- Videos
- Interactions
- Industrial visits and Projects

## 6. TEACHING/LEARNING RESOURCES

### ESSENTIAL READINGS

1. Dr. Vasant Desai , “Dynamics of entrepreneurial development and management” , Himalayan Publishing House ,5th edition, 2014
2. Richard M. Hodgetts , Donald F Kuratko and Margaret Burlingame, “Small Business Management” , Wiley Publishing, 1st Edition, 2007
3. J.C. Saboo, MeghaBiyani, “Management of small scale industries”, Himalayan Publishing House,
4. Pearce Clement Kelley, “How to organize and operate a small business “, Prentice Hall Publication, 7th Edition, 1985

### REFERENCES

1. Dee Blick , “The ultimate small business marketing book”, Filament Publishing, 2011
2. Dee Blick , “The 15 essential marketing master classes for your small business”, Capstone , 1st Edition, 2013
3. Carolyn Tate , “Marketing your small business for dummies “, Australian and New Zealand, Wiley Edition, 2010
4. Fred S. Steingold , “Hiring your first employee: A step-by-step guide “, NOLO 1st Edition, 2008
5. Stuart Atkins MBA, “Small Business Marketing: A Guide for Survival Growth and Success”, Book Surge Publication, 2009
6. James Stephenson , “ Ultimate Small Business Marketing Guide”, Entrepreneur Press, 2nd Edition, 200
7. Colin Barrow , “Financial Management for the small business”, Kogan Page Ltd, 6th Edition, 2006

## 3.8.3 ESTABLISHMENT OF SMEs

### 1. GENERAL INFORMATION

No. of Credits per week	4
No. of Hours per week	4

### 2. PERSPECTIVE OF THE COURSE

Many will have dreams of becoming an entrepreneur. It is required to recognize such instinct among student community by imparting such an education which will help them to become an entrepreneur. This course is intended to introduce and sensitize the potential on the basic processes involved in starting a new business ventures.

### 3. COURSE OBJECTIVES AND OUTCOMES

#### OBJECTIVES

- The primary objective of this course is to encourage entrepreneurial thinking in the student community and give them a chance to evaluate their personal prospects for continuing or starting a business venture.
- Another objective is to make students to understand the essentials of establishing SMEs.

#### OUTCOMES

- By the end of the course, the students must get clarity of vision and roadmap for establishing a new business venture

### 4. COURSE CONTENT AND STRUCTURE

**1**

#### MODULE 1: INTRODUCTION

**8 HOURS**

Evolution of SMEs in India-Relevance to Indian Economy-Growth and development of SMEs before and after 1991-Government policies on SMEs-Present status of sector wise SMEs.

2

**MODULE 2: ENTREPRENEURSHIP AS A CAREER**

**8 HOURS**

Choice of Entrepreneurship as a Career, Factors favouring entrepreneurship as a career - Reasons for the failure of entrepreneurship venture – Avoidance of failure - Concept & importance of Competence - Awareness & Assessment of Competence - Development of Competencies.

3

**MODULE 3: ENTREPRENEURIAL PROCESS**

**10 HOURS**

Developing Successful Business Ideas - Recognizing and Evaluating the Opportunity - Feasibility Analysis - Industry and Competitor Analysis - Developing an Effective Business Model - Moving from an Idea to an Entrepreneurial Firm - Managing and Growing the Enterprise and Exercises – Types of entry strategies and selection.

4

**MODULE 4: RESOURCE PLANNING AND DETAILED PROJECT REPORT 12 HOURS**

Locational Considerations - Procurement of Land and Buildings- Procurement of Machinery-Equipment, Preparation of the Detailed Project report - Filing of Entrepreneur Memorandum - Processing for Financial Assistance - Obtaining Statutory Licenses and Clearances, Trial Production, Commercial Production.

5

**MODULE 5: TOOLKIT FOR ENTREPRENEURS**

**10 HOURS**

Experiences of Entrepreneurs looking beyond placements & salaries - Entrepreneurs roadmap - Successful Entrepreneur's Personality - Managing excellence in Career - Business Start-up Checklist - Self Assessment Checklist for Entrepreneur, Critical thinking skills -Case Studies & Work Sheets etc.,

6

**MODULE 6: PRACTICALS**

**8 HOURS**

Reading of News Papers or a good business magazine and look for example, Reading of small or medium entrepreneur in Indian small or medium magazine, YFS Magazine Young, Fabulous and Self Employed, SME and Entrepreneurship Magazine

Reading of Forbes, Fast Company Inc., HBR

## 5. PEDAGOGY

A mix of lectures, case study and interactions with budding entrepreneurs

## 6. TEACHING/LEARNING RESOURCES

### ESSENTIAL READINGS

1. Desai Vasant , The Dynamics of Entrepreneurial Development and Management, Himalaya Publishing House Delhi, 5th Edition, 2014
2. Poornima M Charntimath, “Entrepreneurship development and small business enterprise”, Pearson Publishers, 1st Edition, 2005
3. David, Otes “A Guide to Entrepreneurship”, Jaico Books Publishing House Delhi, 2004
4. A Sahay & V Sharma , “Entrepreneurship & New Venture Creation”, Excel Books, 1st Edition, 2008
5. Chandra, Prasanna, ‘Projects: Preparation, Appraisal, Budgeting and Implementation’, Tata MC Graw Hill, New Delhi, 1993

### REFERENCES

1. William J. Stolze , “ Startup: an entrepreneur's guide to launching and managing a new venture, Rock Beach Press, 1989.
2. Justin Longenecker, Leo B. Donlevy, Terri Champion, Carlos W. Moore, J. William Petty, Leslie E. Palich “Small Business Management: Launching and Growing New Ventures, 5th Edition, 2013
3. Morse and Mitchell , “Cases in Entrepreneurship” Sage South Asia Edition, 2006
4. K Ramachandran, “Entrepreneurship – Indian cases on Change Agents” TMGH

## 3.9 MANAGEMENT PERSPECTIVES

### 1. GENERAL INFORMATION

No. of Credits per | 3

No. of Hours per week | 3

### 2. PERSPECTIVE OF THE COURSE

This course is designed to impart knowledge of the concepts, principles and functions of Management to non-management students. It further aims at enhancing the Management knowledge of non management students

### 3. COURSE OBJECTIVES AND OUTCOMES

#### OBJECTIVES

- To enable the students to gain insight into the fundamentals of Management as a discipline

#### OUTCOMES

- This course develops appreciation of management as a subject and discipline

### 4. COURSE CONTENT AND STRUCTURE

1

#### MODULE 1: INTRODUCTION TO MANAGEMENT

10 Hours

Nature of Management, Purpose, Importance & Functions.

Brief Introduction of various management functions: Planning, Organizing, Staffing, Directing, Co-Ordinating, Reporting, Budgeting

2

#### MODULE 2: MANAGEMENT OF ORGANISATIONS

8 Hours

Types of Organizations, Organization Structure

Introduction to Functional areas of Organization: Human Resource, Finance, Marketing and Production

3

#### MODULE 3: LEADERSHIP

8 Hours

Leadership v/s Management; Styles of Leaderships; Control v/s Delegation; Conditions and Principles of Delegation.



Motivation: Basic Theories of Motivation, Sources of Motivation

4

**MODULE 4: TOOLS OF MANAGEMENT**

**8 Hours**

Brain Storming, SWOT Analysis, Pareto Chart, Fishbone Diagram, Process Chart, Quality Circles

5

**MODULE 5: MANAGERIAL SKILLS**

**8 Hours**

Business Communication: Process, Methods and Barriers of Communication

Meetings: Planning, Process, Evaluation

Team work; Characteristic Features of Successful Teams; Stages of the Development of a Team; Group Discussion, Presentation Skills

**5. TEACHING/LEARNING RESOURCES**

**ESSENTIAL READINGS**

1. HenizWeihrich, Mark and, Koontz , Management, McGraw Hill
2. Meenakshi Raman and PrakashSingh, Business Communication , Oxford
3. Morey Stettner, Skills for New Managers, Kindle Edition.
4. McGrath. E.H, S.J, "Basic Managerial Skills for All, PHI Learning

**PS: This course is offered to other PG students by CBSMS. Whereas, MBA students have to study any one of the open electives offered by other PG Departments based on their choice.**

**MASTER OF BUSINESS ADMINISTRATION [DAY]  
UNDER  
CHOICE BASED CREDIT SYSTEM (CBCS)**

**(2014 - 2015 ONWARDS)**

**COURSE CONTENT OF FOURTH SEMESTER**

**CANARA BANK SCHOOL OF MANAGEMENT STUDIES,**

**BANGALORE UNIVERSITY, BANGALORE**

## COURSE MATRIX

### FOURTH SEMESTER

PAPER	SUBJECTS
<b>CORE SUBJECTS</b>	
4.1	INTERNATIONAL BUSINESS DYNAMICS
<b>ELECTIVE SUBJECTS</b>	
4.2	<b>FINANCE</b> 4.2.1 INVESTMENT ANALYSIS AND MANAGEMENT 4.2.2 INTERNATIONAL FINANCIAL MANAGEMENT 4.2.3 RISK MANAGEMENT AND DERIVATIVES
4.3	<b>MARKETING</b> 4.3.1 STRATEGIC BRAND MANAGEMENT 4.3.2 INTERNATIONAL MARKETING STRATEGY 4.3.3 DIGITAL MARKETING
4.4	<b>HUMAN RESOURCES</b> 4.4.1 STRATEGIC HRM 4.4.2 INTERNATIONAL HRM 4.4.3 TALENT AND KNOWLEDGE MANAGEMENT
4.5	<b>HEALTH CARE MANAGEMENT</b> 4.5.1 BASIC MANAGEMENT ASPECTS OF HEALTH CARE 4.5.2 STRATEGIC MANGEMENT IN HEALTH CARE SETTINGS 4.5.3 MANAGEMENT OF HOSPITAL SERVICES
4.6	<b>BANKING FINANCE AND INSURANCE (BFIS)</b> 4.6.1 BANKING TECHNOLOGY AND MANAGEMENT 4.6.2 INTERNATIONAL FINANCIAL MANAGEMENT 4.6.3 RISK MANAGEMENT FOR BANKS AND INSURANCE COMPANIES
4.7	<b>STARTUPS AND SMEs MANAGEMENT</b> 4.7.1 TECHNOLOGY AND INNOVATION 4.7.2 INTERNATIONALIZATION OF SMEs 4.7.3 MANAGEMENT OF STARTUPS
4.8	DISSERTATION FOR 6 WEEKS IN AN ORGANIZATION

# 4.1 INTERNATIONAL BUSINESS DYNAMICS

## 1. GENERAL INFORMATION

No. of Credits per 4

No. of Hours per week 4

## 2. PERSPECTIVE OF THE COURSE

International Business concerns those firms that do not restrict their processes to a single state or populace. International business dissects the reasons for the existence of firms engaged in International business, how they flourish in the intricate and unpredictable international environment, and what their undertakings mean for the countries in which they do business. Culture, language, political systems, geography, and socio-economic factors all influence a company's business practices. Therefore, expanses of study comprise of the challenges of managing international companies, whether enormous or diminutive; the rudiments of strategic management; cross-cultural management; globalization; and the regulation and politics of international business.

Students who aspire to intensify their understanding of global markets need to study international business, since it delivers insights into the global economic and business climates. International business studies encompass topics across a spectrum of business fields, from finance and marketing to management and accounting.

## 3. COURSE OBJECTIVES AND OUTCOMES

### OBJECTIVES

- To make students to learn how business organizations operate in an international environment.
- To understand the impact of international influences on business.
- To help students to plan a career in international business.

### OUTCOMES

- By the end of the course, the students must have increased confidence to take up a career in international business.

#### 4. COURSE CONTENT AND STRUCTURE

<b>1</b>	<b>MODULE 1: INTRODUCTION      10 HOURS</b>
	Evolution, Drivers and Challenges of IB as compared to Domestic Business, National and organizational competitive advantage over the world, Active players in multinational business. The International environment of IB - Political, Legal, Technological, Cultural, Demographic and Economic environment. Cross-cultural management, levels of culture, models to aid international managers.
<b>2</b>	<b>MODULE 2: GLOBALIZATION      8 HOURS</b>
	Routes of globalization, Modes of International Business-Organizing international business – international designs, factors influencing choice of a design, issues in organization design. Conflict management, reconciliation, adjudication and arbitration issues, supporting Institutions, Negotiations.
<b>3</b>	<b>MODULE 3: WTO AND TRADING BLOCKS 8 HOURS</b>
	WTO and LPG policies, Its Implications on India— Regional Trade Blocks, Integration between countries, levels of integration and impact of integration. International strategic alliances, nature, benefits, pitfalls, scope, how to make alliances work.
<b>4</b>	<b>MODULE 4: GLOBAL TRADE AND INVESTMENT 10 HOURS</b>
	Theories of global trade and investment, Mercantilism, theory of absolute advantage, theory of comparative advantage, factor endowment theory, product life cycle theory, Porter’s national competitive advantage. FDI- in World Economy, horizontal and vertical FDI, benefits of FDI to home and Host Country. FDI- Indian Scenario. EXIM TRADE- Export and Import financing, Export marketing, EXIM policy, Balance of payments. Roles of Institutions connected with EXIM trade.
<b>5</b>	<b>MODULE 5: GLOBAL ETHICS AND E-COMMERCE      10 HOURS</b>

Social responsibility and ethical issues in international business – national differences in ethics and social responsibility, codes of conduct for MNC's.

Global E-Business- Conceptual Analysis, Advantages and Disadvantages of E-Business, E-Commerce in India.

## 6

### MODULE 6: GLOBAL BUSINESS OPERATIONS

10 HOURS

Global- Operations management and competitive advantage, strategic issues in operations management,(Manufacturing Management, Logistics Management and Procuring), Technology transfers – issues arising out of technology transfers.

Marketing Management, benefits of international markets, major activities in international marketing

Human Resource Management: Approaches, Expatriation and Repatriation Process, Training, Compensation, Industrial Relations.

### 5. PEDAGOGY

Conceptual explanation in detail in the class room sessions and relevant cases will give students a better perspective. Live projects should be the part of curriculum compulsorily

### 6. TEACHING/LEARNING RESOURCES

#### ESSENTIAL READINGS

1. Francis Cherunilam; International Business, Prentice Hall Of India, 5th Edition, 2011
2. Charles Hill, International Business, McGraw-Hill-Irwin, 9th Edition, 2012.
3. John Daniels, Lee Radebaugh and Daniel Sullivan, "International Business", Prentice Hall,13th Edition, 2010

#### REFERENCES

1. ShyamShukla, International Business, Excel Books
2. ShyamShukla, International Business, Excel Books
3. Andrew Harrison Et Al; International Business; Oxford, 2006
4. Richard M Hodgetts And Fred Luthans, "International Management", McGraw-Hill, 5th Edition, 2003
5. Anant K Sundaram&J Stewart Black, The International Business Environment,

Prentice Hall Of India, 1998

6. Francis Cherunilam, International Business Environment, Himalaya Publishing House

ELECTIVE SUBJECTS	
4.2	<b>FINANCE</b> 4.2.1 INVESTMENT ANALYSIS AND MANAGEMENT 4.2.2 INTERNATIONAL FINANCIAL MANAGEMENT 4.2.3 RISK MANAGEMENT AND DERIVATIVES

## 4.2.1 INVESTMENT ANALYSIS AND MANAGEMENT

### 1. GENERAL INFORMATION

No. of Credits per week | 4

No. of Hours per week | 4

### 2. PERSPECTIVE OF THE COURSE

Investing surplus funds for generating some returns is common among individuals and organizations. When a business enterprise has idle funds for a certain period of time, it is prudent on the part of the enterprise to invest it wisely and generate decent returns, the onus of which lies on finance manager. Hence, it is essential for finance professional to have knowledge on the process of making and managing investments. This course entitled “Investment Analysis and Management” is introduced to orient a finance professional regarding the process of making and managing investments.

### 3. COURSE OBJECTIVES AND OUTCOMES

#### OBJECTIVES

- To provide knowledge and skill in identifying various investment alternatives and choosing the suitable alternatives.
- To orient on the procedures and formalities involved in investing.

## OUTCOMES

By the end of this course, a student would learn

- How to define investment goals and constraints.
- Identifying investment alternatives
- Choosing the best / suitable alternatives.
- How to construct a portfolio
- Portfolio management

## 4. COURSE CONTENT AND STRUCTURE

1

### MODULE 1: BASICS OF INVESTMENTS

6 HOURS

Concepts of investments, Investment Vs Speculation, Gambling and Arbitrage: Forms of investment-investment in physical and financial assets; investment alternatives, investment objectives, constraints; investment process: direct and indirect investment. Macro economic factors influencing investment, Investment environment in India.

2

### MODULE 2: RISK AND RETURN

6 HOURS

Concept of Risk; Sources of Risk, Types of Risk-Systematic and unsystematic Risk; Risk Aversion. Measurement of Risk- Standard Deviation, Coefficient of variation; Beta as a measure of Risk. Concept of Return. Measurement of Return; Relative Return, Expected value and measuring Return over multiple periods.

3

### MODULE 3: SECURITY ANALYSIS

12 HOURS

Fundamental Analysis: E-I-C approach. Variables used in E-I-C analysis. Technical Analysis: Basic tenets and Premises of Technical Analysis; Dow theory and Elliott wave theory; Price and volume charts, Price pattern analysis, Market indicators, Weakness and shortcomings of Technical Analysis. Technical Analysis Vs Fundamental Analysis. Efficient Market Hypothesis; Concept and Forms of Market Efficiency

4

### MODULE 4: PORTFOLIO ANALYSIS AND MANAGEMENT

12 HOURS

Diversification and Portfolio Risk; Measurement of Portfolio Risk and Return: Elements of Portfolio Management, Portfolio Analysis and Portfolio Selection, Portfolio Models –



Markowitz Model, Diversification, Efficient Frontier and Selection of Optimal Portfolio. Markowitz Portfolio Risk and Return. Sharpe Single Index Model- Concept of alpha and Beta- Corner Portfolio, Sharpe's Portfolio Risk and Return, Portfolio optimization and selection.

## **MODULE 5: CAPITAL MARKET THEORY**

**10 HOURS**

**5**

Capital Asset Pricing Model, Capital Market Line and Security Market Line - Applications of Security Market Line, Empirical Evidence of Capital Asset Pricing Model, Beta of CAPM, Arbitrage Pricing Theory, Building of Arbitrage Portfolio, Return Generating process, Factor Model

## **MODULE 6: Performance Evaluation and Revision of Portfolios 10 HOURS**

**6**

Selection criteria: Performance Evaluation- Sharpe's Performance Index, Treynor's Performance Index and Jensen's Measure to identify the predictive ability, Evaluation of Mutual Fund.-NAV method, Portfolio Revision Methods- Investment Timing, Formula Plans Constant Dollar Value Plan, Constant Ratio Plan, Variable Ratio Plan

## **5. PEDAGOGY**

- a) Lectures.
- b) Demonstrations using Excel
- c) Practical Exercises – Individual and Group
- d) Case Studies.

## **6. TEACHING/LEARNING RESOURCES**

### **ESSENTIAL READINGS**

1. PunithavathyPandian, (2007); "Security Analysis and Portfolio Management", Vikas Publishing House Private Limited, Fifth Reprint Edition.
2. Reilly and Brown (2007); "Investment Analysis and Portfolio Management", Thomson South Western, 8th Edition, First Indian Reprint.
3. Fischer, E Donald and Jordan, J Ronald (2005); "Security Analysis and Portfolio Management", Prentice Hall of India Private Ltd., 6th Edition.

4. Bodie, Kane, Marcus and Mohanty (2009); "Investments", Tata-McGraw Hill Publishing Company Limited, 8th Edition.
5. Ranganatham and Madhumathi (2005); "Investment Analysis and Portfolio Management", Pearson Education, First Edition.
6. Chandra, Prasanna (2008), "Investment Analysis and Portfolio Management", Tata McGraw Hill Publishing Limited, 3rd Edition.

## REFERENCES

1. Haugen Robert (2003); "Modern Investment Theory", Pearson Education, 5th Edition.
2. Bhalla, V.K. (2006); "Investment Management", S. Chand; 12th Edition.
3. Hirschey and Nofsinger (2008); "Investments – Analysis and Behaviour", Tata McGraw Hill Publishing Company Limited, Special Indian Edition.
4. Avadhani V.A (2006), "Securities Analysis and Portfolio Management", Himalaya Publishing House, Eighth Revised Edition.
5. Sharpe, Alexander and Bailey (1996); "Investments", Prentice Hall of India Private Limited, 5th Edition.
6. Kevin (2008); "Security Analysis and Portfolio Management", Prentice Hall of India Private Limited, First Reprint Edition.
7. Maheshwari, Yogesh (2008); "Investment Management", PHI Learning Private Limited, First Edition.
8. Indian Institute of Banking and Finance (2004); "Technical and Fundamental Analysis of Companies", Taxmann Publications, First Edition.
9. "Stock Market Book" (2005); Dalal Street Journal.
10. "Survey of Indian Industry (2008); The Hindu.
11. "The Layman's Guide to Mutual Funds" (2004), Outlook Publishing (India) Private Limited, First Edition

## 4.2.2 INTERNATIONAL FINANCIAL MANAGEMENT

### 1. GENERAL INFORMATION

No. of Credits per week	4
No. of Hours per week	4

### 2. PERSPECTIVE OF THE COURSE

A business enterprise having international transactions is exposed to various risks. While understanding the global environment, the economic impact of the transactions, the procedures and formalities to be adhered to are on one side, the impact of transactions on cash flow of the entity on account of fluctuations in foreign exchange rate is another aspect that must be addressed. This course titled “International Financial Management” aims to orient all the aspects a professional need to know in carrying out international transactions.

### 3. COURSE OBJECTIVES AND OUTCOMES

#### OBJECTIVES

- To orient the students on global business environment and international markets.
- To make students understand the various risks an enterprise is exposed to on account of international transactions.
- To provide knowledge and skills for hedging foreign currency risks.

#### OUTCOMES

By the end of this course, a student would learn

- The global financial environment, currency system, relationship between economies and impact of international transactions on the economy.
- Functioning of international financial markets.
- Fixing of exchange rate.
- Foreign currency risks and hedging strategies.
- Interest rate risks and hedging strategies

## 4. COURSE CONTENT AND STRUCTURE

1

### **MODULE 1: GLOBAL FINANCIAL MANAGEMENT 10 HOURS**

Evolution of International Monetary System, Bimetallism, Classical Gold Standard, Interwar Period, Bretton Woods System, Flexible Exchange Rate Regime, The current Exchange Rate Agreements, European Monetary System, Fixed vs. Flexible Exchange Rate Regime

2

### **MODULE 2: BALANCE OF PAYMENTS 5 HOURS**

Introduction, Accounting Principles in Balance of Payments, Valuation and Timing, Components of the Balance of Payments, 'Surplus' and 'Deficit' in Balance of Payments, Importance and limitations of BOP Statistics, Relationship of BOP with other economic variables.

3

### **MODULE 3: INTERNATIONAL FINANCIAL MARKETS 5 HOURS**

Motives for using International Financial Markets. Foreign Exchange Market – History and Transactions, interpreting Foreign Exchange Quotations, International Money Markets, International Credit Markets and International Bond Markets. Comparison of International Financial Markets.

4

### **MODULE 4: EXCHANGE RATE DETERMINATION 8 HOURS**

Purchasing Power Parity Theory, Interest Rate Parity Theory, International Fischer's Effect, Pure Expectations Theory

5

### **MODULE 5: FOREIGN EXCHANGE RISK AND RISK HEDGING STRATEGIES 18 HOURS**

Transaction Risk, Translation Risk, Economic Risk. Risk Hedging Strategies: Internal – Netting, Leads and Lags. External – Forwards, Futures, Options, Money-market Hedging, Currency Swaps

6

### **MODULE 6: INTEREST RATE RISK AND RISK HEDGING STRATEGIES 10 HOURS**

Interest Rate Swaps, Forward Rate Agreements, Interest Rate Futures, Interest Rate Options, Caps, Floors and Collars, Swaption.

## 5. PEDAGOGY

- a) Lectures.
- b) Demonstrations using Excel
- c) Practical Exercises – Individual and Group
- d) Case Studies.

## 6. TEACHING/LEARNING RESOURCES

### ESSENTIAL READINGS

1. Alan Shapiro: Multinational Financial Management , Prentice Hall, New Delhi.
2. Apte, Prakash, “International Finance – A Business Perspective”, Tata McGraw Hill.
3. David B. Zenoff& Jack Zwick: International Financial Management.
4. Rita M. Rodriguez L. Bigame Carter: International Financial Management.
5. V. A. Avadhani: International Finance- Theory and Practice, Himalaya Publishing House.

### REFERENCES

1. Madura, Jeff, “International Corporate Finance”, Thomson South-Western.
2. Sharan, Vyuptakesh, “International Financial Management”, Prentice Hall of India.
3. Jain, Peyrard, and Yadav’ “International Financial Management”, MacMillan
4. J. Fred Weston, Bart: Guide to International Financial Management.
5. Robery O. Edmister: Financial Institutions - markets and Management.
6. A.V. Rajwade: Foreign Exchange International Finance and Risk Management, Prentice Hall.

## 4.2.3 RISK MANAGEMENT AND DERIVATIVES

### 1. GENERAL INFORMATION

No. of Credits per week	4
No. of Hours per week	4

### 2. PERSPECTIVE OF THE COURSE

Uncertainty coupled with financial implication is 'risk'. Every business enterprise is exposed to various risks from the operations within and environmental forces outside. Unless the risks are understood, measured, analyzed and taken care of, the good prospects of the entity cannot be ensured. A finance professional must have knowledge of measuring and hedging various risks. This course entitled "Risk Management and Derivatives" aims at providing knowledge of risks and various hedging strategies.

### 3. COURSE OBJECTIVES AND OUTCOMES

#### OBJECTIVES

- To orient students on the meaning and types of risks.
- To provide knowledge on risk measurement and evaluation in making capital budgeting decisions.
- To provide knowledge on risks associated with investments outside the business and strategies for hedging the same with derivatives.

#### OUTCOMES

By the end of this course, a student would learn

- Meaning and types of risk.
- Risk analysis in capital budgeting.
- Risks associated with investments and hedging with derivatives.
- Meaning and types of derivatives.
- Futures – terminology, mechanism, hedging and pricing.
- Options – terminology, mechanism, pay-offs, hedging and pricing.
- Commodity markets and commodity derivatives.

## 4. COURSE CONTENT AND STRUCTURE

1

### **MODULE 1: RISK ANALYSIS IN CAPITAL BUDGETING 13 HOURS**

Meaning of Risk. Types of Risks of a Business Enterprise. Risk Analysis in Capital Budgeting – Measuring and Managing Capital Budgeting Risks – Sensitivity Analysis, Scenario Analysis, Simulation, Standard Deviation and Co-efficient of Variation, Risk-Adjusted Discount Rate Method, Certainty Equivalent Co-efficient Method, Decision Tree Analysis and Probability Distribution Method

2

### **MODULE 2: INVESTMENT RISKS AND DERIVATIVES**

**10 HOURS**

Meaning of Derivatives. Types of Derivatives. – Forward Agreements, Future Contracts – Terms associated with Futures – Stock Futures and Index Futures, Differences between Forwards and Futures, Margin and Settlement Mechanism of Futures

3

### **MODULE 3: FUTURE CONTRACTS – HEDGING AND TRADING**

**10 HOURS**

Hedging with Futures – Stock Hedging: When there is a future contract available on the stock and when there is no future contract available on the stock. Portfolio Hedging: Adjusting Portfolio Risk, Pricing of Futures

4

### **MODULE 4: OPTIONS – BASICS AND STRATEGIES**

**10 HOURS**

Option Contracts – Meaning, Types – Call, Put, American, European. Pay-off and Pay-off Diagrams. Hedging Strategies – Protective Put Strategy and Covered Call Strategy. Trading Strategies with Options – Straddle, Strip, Strap, Strangle, Spreads

5

### **MODULE 5: OPTION PRICING**

**8 HOURS**

Put-Call Parity Theory, Portfolio Replication Method, Risk Neutralization Method, Binomial Method and Black-Scholes Method. Option Greeks

# 6

## MODULE 6: COMMODITY RISKS AND COMMODITY DERIVATIVES

5 HOURS

Commodity Markets, Commodity Exchanges. Commodity Derivatives.

### 5. PEDAGOGY

- a) Lectures.
- b) Demonstrations using Excel
- c) Practical Exercises – Individual and Group
- d) Case Studies.

### 6. TEACHING/LEARNING RESOURCES

#### ESSENTIAL READINGS

1. Damodaran, Aswath, "Corporate Finance", John Wiley & Sons Inc.
2. Damodaran Aswath, "Applied Corporate Finance", John Wiley & Sons Inc.
3. Chandra, Prasanna, "Financial Management – Theory and Practice", Tata McGraw-Hill Publishing Company Limited.
4. Pandey, I M, "Financial Management", Vikas Publications.
5. Khan, M.Y., and Jain, P.K., "Financial Management – Text, Problems and Cases", Tata McGraw-Hill Publishing Company Limited.
6. Chance/Brooks, An Introduction to Derivatives & Risk Management, Thomson.
7. Hull J, Options, Futures and Other Derivatives, 6 ed., Prentice Hall.
8. Dubosky and Miller, "Derivatives – Valuation and Risk Management", Oxford University Press.
9. Kumar, SSS, "Financial Derivatives", Prentice Hall of India.
10. Parasuraman, N.R; "Fundamentals of Financial Derivatives", Wiley India.
11. Vohra, and Bagri, "Futures and Options", Tata McGraw Hill.
12. Chatnani, Niti, "Commodity Markets – Operations, Instruments and Applications", Tata McGraw Hill

#### REFERENCES

1. Gupta S.L., "Financial Derivatives – Theory, Concepts and Problems", PHI.
2. Stulz, Rene, "Risk Management and Derivatives", Thomson.



3. Cohen, Guy, "Options Made Easy", FT Prentice Hall
4. Sridhar, A.N., "Futures and Options – Equities – Trading Strategies and Skills", Shroff Publishers and Distributors.
5. McCafferty Thomas, "Options Demystified – A Self-teaching Guide", Tata McGraw Hill.
6. Duarte, Joe, "Futures and Options for Dummies", Wiley India.

ELECTIVE SUBJECTS	
<b>4.3</b>	<b>MARKETING</b> <b>4.3.1 STRATEGIC BRAND MANAGEMENT</b> <b>4.3.2 INTERNATIONAL MARKETING STRATEGY</b> <b>4.3.3 DIGITAL MARKETING</b>

## **4.3.1 STRATEGIC BRAND MANAGEMENT**

### **1. GENERAL INFORMATION**

No. of Credits per week | 4

No. of Hours per week | 4

### **2. PERSPECTIVE OF THE COURSE**

Brands that a firm has invested in and developed over time are their valuable assets. Processes, designs and strategies of organizations may be easily copied, but a strong brand is something which cannot be easily reproduced. Strong brands can influence purchase decisions by communicating the value of and providing differentiation for products and services. Effective brand management is critical to maintaining the long-term profitability of products and services. This course is designed to develop students' understanding of the importance of brand equity as well as how to build, measure and manage brand equity.

### **3. COURSE OBJECTIVES AND OUTCOMES**

#### **OBJECTIVES**

- To give students a deeper understanding of the process of brand building in a

variety of business contexts, the integrated requirements for effective brand reinforcement , revitalization as well as the models, measures and impact of brand equity.

## **OUTCOMES**

- By the end of this course, students should be able to: Understand key principles of branding, positioning and brand building strategies.

## 4. COURSE CONTENT AND STRUCTURE

1

### MODULE 1:

8 HOURS

Product Management: Product Planning and New Product Management- Product Portfolio Analysis - Market Attractiveness & Components Of Market Attractiveness – Product Market Strategies - Product Life Cycle Stages And Corresponding Strategies – Competitor Analysis

2

### MODULE 2:

10 HOURS

Introduction To Brand Management: Brands Vs Products- Brand Management - Brand Components & Attributes- Significance Of Branding To Consumers & Firms - Selecting Brand Names- Brand Identity – Kepferer Brand Identity Prizm Model - Branding Challenges & Opportunities

3

### MODULE 3:

12 HOURS

Brand Equity: Concept – Types Of Brands - Strategic Brand Management Process – Brand Attribute Management & Architecture – Brand Portfolio Strategy – Brand Extension And Stretching - Making A Brand Strong-Sources Of Brand Equity-The 4 Steps Of Strong Brand Building- Aakers Brand Equity Model – Customer Based Brand Equity – Brand Leveraging, Brand Loyalty

4

### MODULE 4:

8 HOURS

Brand Positioning: Types Of Positioning- Over, Under & Repositioning- Differentiation – Identifying Gaps Using Perceptual Maps - Co-Branding –Licensing – Celebrity Endorsement - Positioning Guidelines

5

### MODULE 5:

8 HOURS

Brand Audit and Valuation: Brand Audit - Internal Branding- Introduction To Brand Valuation – Components & Types Of Valuation

# 6

## MODULE 6:

10 HOURS

Building Online Brands: Integrated Marketing Communication - The New Media Environment – Building and managing online Brands - Marketing Communication Options – Using Social Media to Build Brands – E-Commerce & Brands

### 5. PEDAGOGY

Conceptual explanation with regards to brand creation, brand management and brand sustenance is required in the class room sessions and relevant cases will give students a better perspective. Live projects should be the part of curriculum.

### 6. TEACHING/LEARNING RESOURCES

#### ESSENTIAL READINGS

1. Kevin Lane Keller M. G. Parameswaran and Isaac Jacob, Strategic Brand Management, Pearson Education India, 3rd Edition, 2010
2. RamanujMajumdar ,” Product management in India”, PHI Learning Pvt India, 2007
3. KirtiDutta, Brand Management, Principles and Practices ,Oxford University Press, 1st Edition, 2012

#### REFERENCES

1. Kevin Lane Keller , Strategic Brand Management: Building, Measuring, and Managing Brand Equity, Prentice Hall, 4th Edition, 2012
2. MG Parameswaran , Building Brand Value – Five Steps to Building Powerful Brands, Tata McGraw hill, 2006
3. SubrotoSengupta , Brand Positioning: Strategies for Competitive Advantage, Tata McGraw Hill Education, 2005
4. J.N. Kapferer , The New Strategic Brand Management (Creating And Sustaining Brand Equity Long Term) , Kogan Page Publishers India, 2008.
5. S.A. Chunawalla , Compendium of Brand Management, Himalaya Publishing House , 2011
6. David A Aaker , Managing Brand Equity, Free Press, 1991



## 4.3.2 INTERNATIONAL MARKETING STRATEGY

### 1. GENERAL INFORMATION

No. of Credits per week	4
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No. of Hours per week	4
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### 2. PERSPECTIVE OF THE COURSE

This course emphasizes on gaining competitive advantage in the global marketplace by providing in-depth understanding of the competitive implications affecting global marketing strategies. It covers the factors that govern the decision to enter export markets and analyzes planning, organizing, and managing an international marketing strategy. Organizations are becoming increasingly aware of the importance of understanding what their customers want and therefore the necessity to develop products and services that meet their needs and aspirations. Organizations which place the customers at the forefront of all decision-making and take a marketing-led approach are able to create competitive advantage and build brand loyalty.

### 3. COURSE OBJECTIVES AND OUTCOMES

#### OBJECTIVES

- To acquaint students with International Marketing knowledge and strategies.
- To help the students to solve problems of International Marketing and sales practice.
- To assist the students to specialize in marketing within an international context.
- To guide the students on International Documentation
- To help the students to channelize the fruits of Emerging Markets with an opportunity perspective

#### OUTCOMES

- Students will be able to evaluate the various forces when products and services enter the global marketplace.

## 4. COURSE CONTENT AND STRUCTURE

1

### **MODULE 1:GLOBAL MARKETING – AN OVERVIEW12 HOURS**

International/Multinational/Multiregional/Global Marketing – Definition & Scope, Objectives of International Marketing – Challenges and opportunities in International Marketing – Quality considerations in International Marketing – Underlying forces of International Marketing – Major Participants in International Marketing – Importance Of International Marketing – Review of Trade theories - Culture & Social Factors – Culture & Its Impact On International Marketing - Political & Legal Forces - Negotiating With International Customers, Partners & Regulators, Global marketing environment – Economic Environment, Socio-cultural Environment –Legal and Statutory Framework.

2

### **MODULE 2:INFORMATION SYSTEM AND RESEARCH10 HOURS**

Definition and Meaning of Global Marketing Information System, Process of Marketing Research, Analyzing Global Opportunities: Screening International Marketing Opportunities – Criteria for Selecting Target Countries – Grouping International Markets – Analyzing International Buyers/Business Markets & Government Markets – International Marketing Research Process.

3

### **MODULE 3:MARKET SELECTION AND ENTRY STRATEGIES8 HOURS**

Global Market Entry & Exit Strategies: Exporting – Licensing – Local Manufacturing- Joint Ventures- Merger & Acquisition - Strategic Alliances – Preparing For Exit Strategy Analysis – Exit Strategies – Analyzing Opportunities Using Trade Map

4

### **MODULE 4: GLOBAL MARKETING MIX8 HOURS**

International Product & Promotion Strategy: Adjusting Quality to Global requirements, International & Global Branding Decisions – Brand Name Selection Procedure – Global/Pan Regional Brands – Exploiting Product Life Cycles In International Marketing – New Product Development in Global Markets – Global Advertising – Creative Challenges – Media Planning and Analysis

5

**MODULE 5:PRICING AND DISTRIBUTION STRATEGY**

**8 HOURS**

Selection Of International Channels – Managing Distribution Systems- Global Trends in Distribution Systems- Pricing – Price Escalation – Dumping – Countertrade as a Pricing Tool – Intra-company Pricing

6

**MODULE 6:DOCUMENTATION AND EMERGING MARKETS10 HOURS**

Documentation and procedural complexities- Registration with various agencies– Compulsory Quality Control - Processing Export Orders. Newly Industrialized Countries– Developing Countries & Emerging Markets – European Community – CIS – CEFTA – NAFTA-ASEAN – Africa – Middle East – BRICS- Regional Trade Blocks & Impact on Marketing.

**5. PEDAGOGY**

Class teaching will be supplemented with case study dimension, field trips and live projects in industry are mandatory

**6. TEACHING/LEARNING RESOURCES**

**ESSENTIAL READINGS**

1. Rakesh Mohan Joshi , International Marketing , Oxford University Press, 1st Edition, 2009
2. Phillip Cateora, John Graham, Mary Gilly, International Marketing , McGraw-Hill/Irwin, 16th Edition, 2012

**REFERENCES**

1. SvendHollensen , Global Marketing – A Decision Oriented Approach, ,Prentice Hall ,6th Edition, 2013
2. Frank Bradley. International Marketing Strategy, Pearson Education, 5th Edition, 2004
3. Johansson, J. K. Global Marketing: Foreign Entry, Local Marketing, and Global Management, McGraw-Hill, 5th Edition, 2008





## 4.3.3 DIGITAL MARKETING

### 1. GENERAL INFORMATION

No. of Credits per week	4
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No. of Hours per week	4
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### 2. PERSPECTIVE OF THE COURSE

Marketing has changed from traditional advertising media to online platforms. The course shall introduce the student to social media platforms. Market research forms the back bone of digital marketing. Reputation of entities can be altered within minutes which is of high risk. Use of social media effectively produces engaged customers and their posts are brand advertisements which spread through word of mouth. Digital marketing can be successful only if an organized plan has been drawn. Social relation building helps in increasing Customer Loyalty. Hence, it is not just online presence but also its maximum utilization that is important. There is a huge inflow of new digital marketing technology and tools. Choosing the right tool is essential for customer delight and deriving results. Most of the business have digital presence but lack the a strategy to tackle the digital competition

### 3. COURSE OBJECTIVES AND OUTCOMES

#### OBJECTIVES

- To understand the basics of digital marketing.
- To develop a comprehensive digital marketing strategy
- To be able to use new media such as search engine and social networking.

#### OUTCOMES

- By the end of the course, the student will be able to evaluate the risks involved in digital marketing. It shall make them be able to attract and retain customers online.

### 4. COURSE CONTENT AND STRUCTURE

#### MODULE 1: INTRODUCTION 10 HOURS

**1**

Introduction to marketing in the digital environment, Types of web presence, common e-commerce business models, pure play, hybrid and multi-channel options. Media options online, Fulfilment options and strategies, Introduction to payment gateways

and PayPal

## **MODULE 2: DIGITAL MARKETING RESEARCH 10 HOURS**

2

Audience profiling and segmentation, Internet usage patterns ,Post Internet consumer behaviour and understanding buyer behaviour online, pillars of direct marketing, Online research and behaviour tracking methods, Introduction to behavioural targeting. Online surveys, blog mining, data mining, Building customer profiles using navigation and sales data, Competitor analysis online, Integrating online and offline strategies

## **MODULE 3: SEARCH ENGINE MARKETING10 HOURS**

3

Email campaign creation and management, Google Adwords, search and display on search engines, pricing models online, Introduction to page rankings, googleAdwords analytics, Search Engine Optimization, Process and methodology, Long tail in SEO, Link building, Key word analysis, process and optimization. Search Engine Marketing - Paid versus natural Search, SEM landscape, Landing pages and their importance in conversion analysis, Google vs. Bing vs. Yahoo. Search Methodology.

## **MODULE 4: SOCIAL MEDIA AND e-PR10 HOURS**

4

Using Facebook, Linked-in, twitter, You tube including creating a channel on You Tube, Content guidelines for online communications, Social Media measuring, monitoring & reporting, Tracking & Monitoring platforms. Content seeding, How to use blogs, forums and discussion boards, Blogs, forums and communities, Viral campaigns and the social graph. Building relationships with different stakeholders online

## **MODULE 5: ONLINE REPUTATION MANAGEMENT 8 HOURS**

5

Introduction to online reputation management, Importance of managing online reputation for a business, strategies and tools of online reputation management, handling negative comments.

## **MODULE 6: RECENT TRENDS 8 HOURS**

6

Localization of content and advertising. Marketing using mobile networks, evolution of Indian banking industry – journey from brick and mortar to mobile banking, Consumer engagement – meaning and methods

## 5. PEDAGOGY

Class teaching will be supplemented with case study dimension, and live projects in industry are mandatory

## 6. TEACHING/LEARNING RESOURCES

### ESSENTIAL READINGS

1. Deepak Bansal , A Complete Guide To Search Engine Optimization , B.R Publishing Corporation, 1st Edition, 2009
2. Grienstein and Feinman- E-commerce –Security, Risk Management and Control (TMH,The Consumer Decision Journey, McKinsey Quarterly, No3, 2009
3. Strauss.J and Frost . R , “E- Marketing”, Pearson Education, 5th Edition, 2009
4. Ramsey , Seven Guidelines for Achieving ROI from Social Media, eMarketer , 2010

### REFERENCES

1. Godfrey Parkin , Digital Marketing: Strategies for Online Success ,New Holland Publishers Ltd, 2009
2. Damian Ryan , Understanding Digital Marketing : Marketing Strategies for Engaging the Digital Generation, Kogan Page, 3rd Edition, 2014
3. Jonah Berger , Contagious Why Things Catch On , Simon & Schuster, 2013

ELECTIVE SUBJECTS	
4.4	<b>HUMAN RESOURCES</b>
	<b>4.4.1 STRATEGIC HRM</b>
	<b>4.4.2 INTERNATIONAL HRM</b>
	<b>4.4.3 TALENT AND KNOWLEDGE MANAGEMENT</b>

## 4.4.1 STRATEGIC HRM

### 1. GENERAL INFORMATION

No. of Credits	per	4
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No. of Hours	per	4
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### 2. PERSPECTIVE OF THE COURSE

With increasing competition, the technological, socio cultural and economic changes have triggered the need for constantly developing the human resources. HRD is no longer limited to the confines of a departmental activity, now it finds a place even in the vision and mission statements of the companies. The need to survive in the ever changing business world demands a well developed pool of human resources with strategies.

### 3. COURSE OBJECTIVES AND OUTCOMES

#### OBJECTIVES

- To develop the perspective of strategic human resource management.
- Distinguish the strategic approach to human resources from the traditional functional approach.
- Appreciate SHRM in the context of changing forms of organisation

#### OUTCOMES

- By the end of this course- a student would learn the relationship of HR strategy with overall corporate strategy and Understand the strategic role of specific HR systems



## 4. COURSE CONTENT AND STRUCTURE

1

### MODULE 1:

8 HOURS

HR environment HRM in knowledge economy Concept of SHRM Investment

Perspective of SHRM Evolution of SHRM Strategic HR vs. Traditional HR –Barriers to strategic HR Role of HR in strategic planning

2

### MODULE 2:

10 HOURS

Strategic fit frameworks - Linking business strategy with HR strategy - HR bundles approach, best practice approach - Business strategy and human resource planning - HRM and firm performance linkages - Measures of HRM performance - Sustained competitive advantages through inimitable HR practices

3

### MODULE 3:

10 HOURS

HR Systems - Staffing systems - Reward and compensation systems - Employee and career development systems - performance management systems - Various Strategic Management frameworks

4

### MODULE 4:

10 HOURS

Strategic options and HR decisions – Downsizing and restructuring - Domestic and International labour market - Mergers and acquisitions - Outsourcing and off shoring.

5

### MODULE 5:

10 HOURS

Strategic Responses of Organisations to Changing Environment – Portfolio process and structure related strategic responses. M & A s and Strategic HR

6

### MODULE 6:

8 HOURS

Conduct an Interview with CEO or Authorised authority and data collection on Strategic responses of Organisations to changing environment (Ref. Srinivas R. Kandula PHI 2012)

#### Interview schedule for conducting case study

- Interviewee's awareness / knowledge of strategic responses being planned / implemented / progressed in the organisation.(common)
- Compatibility between voluntary participative forums and collective bargaining forum (HR Managers)
- Reasons for strong / weak / no relationship (positive or negative) between strategic responses and SHRD system. ( HR Manager / Individual / Trade Unions)
- Unions perception on the commitment of employer, frontline officers and workers in SHRD system (Trade union leaders)

## 5. PEDAGOGY

A variety of teaching methods will be employed which will include case analysis - self-assessment exercises - group projects - team-based projects – lectures - guest speakers - video

## 6. TEACHING/LEARNING RESOURCES

### ESSENTIAL READINGS

1. Mello- Jeffrey A., "Strategic Human Resource Management", Thomson Learning Inc,
2. Agarwala, Tanuja, "Strategic Human Resource Management", Oxford University Press, New Delhi,
3. Dreher- George and Thomas Dougherty, "Human Resource Strategy", Tata McGraw Hill,
4. Greer, Charles, "Strategic Human Resource Management", Pearson Education,
5. Srinivas. R Kandula, "Strategic Human Resource Management", PHI



## 4.4.2 INTERNATIONAL HRM

### 1. GENERAL INFORMATION

No. of Credits per week | 4

No. of Hours per week | 4

### 2. PERSPECTIVE OF THE COURSE

A challenging aspect of HRM in most firms with multinational operations is the multicultural nature of their work force, which is further compounded by its geographical dispersion. In addition, HRM like so many other managerial functions, takes place not in vacuum but within the overall internal organisational environment and the external national and international context in which the company operates an attempt is made to know the insight of IHRM.

### 3. COURSE OBJECTIVES AND OUTCOMES

#### OBJECTIVES

- To be able to assess the extent to which multinational companies can have company wide HRM strategies,policies and practices

#### OUTCOMES

- By the end of this course, a student would learn a perview of the major challenges that MNC's face and to be familiar, through a real life case study, with some of the HRM issues faced by staff in a foreign subsidiary of a major multinational company

### 4. COURSE CONTENT AND STRUCTURE

1

#### MODULE 1: 8 HOURS

International HRM - Domestic HRM v/s IHRM - Managing International activities - Human Resource Planning - International recruitment and selection - Training and development of expatriates – M & A –Integration of acquired employees in newer cultures, Global Mobilty and HR-International postings



2

**MODULE 2 :**

**10 HOURS**

Repatriation – Expatriation and repatriation - Selection methodology of expatriation - Process of repatriation, job related adjustments, organisational development - International compensation: components, objectives and methods of compensation - Taxation decisions - Changing trends in International employment.

3

**MODULE 3:**

**10 HOURS**

Managing HR in Virtual Organisation: Meaning and types of virtual organisations - Difference between traditional and virtual organisations - Features of virtual organisation - Managing HR in virtual organisations - Challenges of International performance management - Career Management & International HRM

4

**MODULE 4:**

**10 HOURS**

Knowledge management and International management development - Knowledge and Knowledge transfer - Knowledge and situated cognition - Implications for knowledge transfer - Knowledge management in MNCs - Knowledge management and IHRM - Changing scope of International management development - International manager roles: development implications, international management development initiatives, Future developments

5

**MODULE 5:**

**10 HOURS**

IHRM Strategies and Developments - Managing diversity - Linking corporate and HRM strategy - Total quality in HRM - Scope of TQM - Comparison of Traditional and TQHRM approaches - Barriers to TQHRM - HR project planning - Importance of computerised information system - Conflict management - Human rights movement and IHRM, Experiences of Japan and China

6

**MODULE 6: 8 HOURS**

Case Studies - Ethics and challenges in IHRM - Role of international education in IHRM - UNO and IHRM - Business leaders as global citizens - Futuristic view of IHRM - socio cultural factors and ethical issues in BPO Industry - Adventurous training - Problems of

## **5. PEDAGOGY**

- Lectures
- Practical Exercises – Individual and Group
- Case Studies

## **6. TEACHING/LEARNING RESOURCES**

### **ESSENTIAL READINGS**

1. Tony Edwards, Chris rees: International Human Resource Management, Pearson, latest edition.
2. Dowling : International Human Resource Management,
3. IndraniMutsuddi: Managing Human Resources in the Global Context, New ade international publishers, latest edition
4. P.Subbarao : International Human Resource Management,HPH,latest edition

## 4.4.3 TALENT AND KNOWLEDGE MANAGEMENT

### 1. GENERAL INFORMATION

No. of Credits per week | 4

No. of Hours per week | 4

### 2. PERSPECTIVE OF THE COURSE

The explosion of interest in talent and knowledge management among academics, public policy makers, consultants, and business people began as recently as the mid-1990s. The level of interest in Talent & Knowledge management since then visible in a number of ways. It is growing rapidly more and more companies have built talent and knowledge repositories. Even new job titles have appeared from knowledge edge developer, to knowledge facilitator, to corporate knowledge officer

### 3. COURSE OBJECTIVES AND OUTCOMES

#### OBJECTIVES

- To impart the knowledge on talent and knowledge management. its importance in contemporary business

#### OUTCOMES

- By the end of this course, a student would learn the new concepts in talent and knowledge management and its relevance in the corporate

### 4. COURSE CONTENT AND STRUCTURE

1

#### MODULE 1:

8 HOURS

Talent - Engine of new economy - Difference between talent and knowledge workers - Leveraging talent - Talent value chain - Elements of talent friendly organizations

2

#### MODULE 2 :

12 HOURS

Elements, benefits and challenges of Talent Management System - Building blocks of talent management: competencies, performance management, evaluating employee potential - Modern practices in talent attraction, selection, retention and engagement.

Talent Management & Social Media - Emerging Trends in Talent Management

3

**MODULE 3:**

**10 HOURS**

Talent Planning – Succession management process - Cross functional capabilities and fusion of talents - Talent development budget - Value driven cost structure - Contingency plan for talent - Building talent - Leadership coaching

4

**MODULE 4:**

**6 HOURS**

Return on talent (ROT) - ROT measurements - Optimizing investment in talent - Integrating compensation with talent management - Developing talent management information system - Psychometrics for TM

5

**MODULE 5:**

**12 HOURS**

Knowledge economy - Understanding Knowledge management - Types of knowledge - Knowledge centric organizations - Knowledge management framework - Knowledge creation and capture - Designing of Knowledge management strategy - Issues and challenges in knowledge Management - Implementing knowledge management strategy - Knowledge management metrics and audit.

6

**MODULE 6: 8 HOURS**

Conduct Interviews with five senior executives of two organisations on their talent and knowledge management practices.

Conduct minimum one focus group discussion (FGD) on Knowledge Management Portal

## 5. PEDAGOGY

- Lectures
- Seminars and presentation
- Practical Exercises like industry and field visit – Individual and Group
- Case Study discussion in each module

## 6. TEACHING/LEARNING RESOURCES

### ESSENTIAL READINGS

1. Berger, Lance A and Dorothy Berger (Eds.) The Talent Management Handbook, Tata McGraw Hill, New Delhi
2. Chowdhary, Subir, The Talent Era, Financial Times/Prentice Hall International
3. Chowdhary, Subir, Organization 2IC, Pearson Education, New Delhi
4. Masood, Anilkumarsingh and Somesh Dhamija , Talent management in India- challenges and opportunities, Atlantic publisher, New Delhi.
5. Elais M Awad, Hassan M Ghaziri, Knowledge management, : Pearson
6. Sanjay Mahaopatra, Knowledge Management, Mcmillan
7. Waman s Jawadekar, Knowledge Management text and cases, McGraw Hill

ELECTIVE SUBJECTS	
4.5	<b>HEALTH CARE MANAGEMENT</b>  <b>4.5.1 BASIC MANAGEMENT ASPECTS OF HEALTH CARE</b>  <b>4.5.2 STRATEGIC MANGEMENT IN HEALTH CARE SETTINGS</b>  <b>4.5.3 MANAGEMENT OF HOSPITAL SERVICES</b>

## 4.5.1 BASIC MANAGEMENT ASPECTS OF HEALTH CARE

### 1. GENERAL INFORMATION

No. of Credits per week	4
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No. of Hours per week	4
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### 2. PERSPECTIVE OF THE COURSE

Understanding and study of management of organizations in general would give a better perspective in the contemporary scenario. But the application and customization of the basics of management in various sectors of the industry is the need of the hour. Healthcare is one of the major emerging sectors of the Indian Economy. The application and customization of various functional areas of management would go a long way in the placement of management graduates in the healthcare sector. The present course makes a humble attempt to bridge the gap of fulfilling the felt needs of healthcare sector.

### 3. COURSE OBJECTIVES AND OUTCOMES

#### OBJECTIVES

- To introduce the managerial dimensions of healthcare sector to students.
- To make students to get a glimpse of application of management in healthcare sector.



## OUTCOMES

- By the end of the course, the students have to have better understanding of differences between management in general and management in healthcare sector

## 4. COURSE CONTENT AND STRUCTURE

1

### MODULE 1: HEALTH CARE SECTOR

8 HOURS

Various segments in healthcare delivery- Diagnostics, polyclinics, nursing homes, specialist hospitals etc-Social Health Model-Framework of Healthcare Organization as compared to other service sector-Business Process Re-engineering-Differences between management in healthcare and other service sectors.

2

### MODULE 2: ORGANIZATION BEHAVIOR

8 HOURS

Behavior of individuals, groups and teams-Conflict Management and Service Culture with special reference to healthcare sector.

3

### MODULE 3: HUMAN RESOURCE MANAGEMENT

8 HOURS

HRM challenges with reference to Recruitment, Selection, Retention, Training and Development, Compensation, Performance Management System, Competency Management in Healthcare

4

### MODULE 4: SERVICE MARKETING

10 HOURS

Marketing challenges to Service Marketing, Health Service Quality, Promotion Mix, Branding and Positioning, Marketing Communication, Media and Public Relations in healthcare-Application of marketing strategies in healthcare.

5

### MODULE 5: FINANCIAL MANAGEMENT

10 HOURS

Pricing of hospital services and new equipment usage, Pricing Policy, Rate Revision, Hospital Rate Setting, Replacement Analysis, Accounting Practices in Hospitals, Emerging Trends in Finance in Healthcare-Break Even Analysis in Healthcare organizations-Costing Template

## 6

### **MODULE 6: INVENTORY MANAGEMENT**

**12 HOURS**

Stores Organization, Concept and Scope of Inventory Management as applicable to healthcare; Materials Planning, Procurement, Vendor Management, Purchase, Inspection. Hospital Equipment; Planning, Selection, Purchase, Repair and Maintenance-Condemnation and Disposal-Pilferage-ABC and VED Analysis

## **5. PEDAGOGY**

The course is expected to use a combination of approaches such as lecture, case discussion, role plays, experiences, exploratory exercises, instruments, videos and films, Assignments in HR, Marketing, Finance and Inventory Management of Hospitals

## **6. TEACHING/LEARNING RESOURCES**

### **ESSENTIAL READINGS**

1. Kotler, Philip and Clarke, Robert, "Marketing in Healthcare Organizations", Prentice Hall College Division, 1st Edition, 1986
2. Beck, Donald F , "Basic Hospital Financial Management" , Aspen Systems Corp, 1980
3. Joshi, D.C, "Hospital Administration" , Jaypee Publishers, 1st Edition, 2009
4. Shi, Leiyu , "Managing Human Resources in Health Care Organizations", Jones & Bartlett Learning, 1st edition , 2006.
5. Goel R.C, "HRM in Hospitals" , Prentice Hall of India Pvt Ltd, 3rd Edition, 2003
6. P.G Ramanujam, "Marketing of Healthcare Services", Excel Books,2009
7. Hyman Stanley" Supplies Management in Healthcare", Croom Helm, 1979
8. Sakharkar B M, "Principles of Hospital Administration & Planning", Jaypee Brothers Publishers , New Delhi,2nd Edition, 2009
9. Gupta, Shakthi and Kant, Sunil, " Hospital Stores Management , an integrated approach", Jaypee Brothers Publishers , New Delhi, 2004

## 4.5.2 STRATEGIC MANGEMENT IN HEALTH CARE SETTINGS

### 1. GENERAL INFORMATION

No. of Credits per week	4
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No. of Hours per week	4
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### 2. PERSPECTIVE OF THE COURSE

For any organization to be successful, it needs to have an holistic approach towards business with accurate alignment of its objectives with business strategies. As healthcare industry is a unique service industry, different approach has to be followed to ensure the business performance and growth. The course will cover the basics of strategic management including quality and innovation as applied to healthcare sector

### 3. COURSE OBJECTIVES AND OUTCOMES

#### OBJECTIVES

- To enable the students to understand the philosophy and rational of business strategies
- To enable the students to understand the various quality philosophies, significance and their application in healthcare settings.

#### OUTCOMES

- By the end of the course, the student will get a feel of the strategic dimensions

of the management of healthcare organizations

#### 4. COURSE CONTENT AND STRUCTURE

- 1** **MODULE 1: INTRODUCTION** **8 HOURS**

Strategic intent concepts; Healthcare Organization's Vision, Mission , Goals and Objectives-Business Models-Policy and Values; Balance Score Card, Critical Success Factors; Key performance Indicators in healthcare setting; Competition in healthcare business
- 2** **MODULE 2: STRATEGY FORMULATION AND IMPLEMENTATION** **12 HOURS**

Competitive advantage in terms of facilities and services- Cost Leadership and differentiation in healthcare delivery-Core Competence in healthcare organizations-Growth and expansion of organizations-Mergers and Acquisitions, Outsourcing-Role and emergence of technology-Resource Allocations-Supportive Culture-Strategic Leadership-Corporate Culture-Functional and operational implementation.
- 3** **MODULE 3: QUALITY IN HEALTHCARE** **10 HOURS**

Concept and significance-Quality Management Philosophies-Patient Focus and Involvement-TQM Models-Quality tools and techniques applied to healthcare-Continuous Quality Improvement-Quality Circles
- 4** **MODULE 4: QUALITY ACCREDITATION** **10 HOURS**

Meaning and benefits-Quality Standards-Quality of patient care, focus and safety-Accreditation Process-National and International Bodies for accreditation in healthcare – ISO, QCI, NABH & JCI-Statutory Compliance
- 5** **MODULE 5: AUDIT IN HEALTHCARE** **8 HOURS**

Concurrent, terminal and cyclic evaluation-Healthcare, Medical, Nursing, Clinical Pharmacy and Antibiotic Audits-Patient Satisfaction surveys-Integration of healthcare

systems

6

**MODULE 6: INNOVATIONS IN HEALTHCARE**

**8 HOURS**

Innovation Process, Innovations in Healthcare delivery-Public and Private, Technology, New Product Development

**5. PEDAGOGY**

The course is expected to use a combination of approaches such as lecture, case discussion, web-based assignments, experiences, case study designing specific to the topic, instruments, videos ,films and interactions with entrepreneurs in healthcare sector

**6. TEACHING/LEARNING RESOURCES**

**ESSENTIAL READINGS**

1. GirdharGyani& Alexander Thomas ,”Handbook of Healthcare Quality & Patient Safety”, Jaypee Medical Publishers, 1st Edition, 2014.
2. Kunders, G.D , “Designing for Total Quality in Health Care”, Prism Books Pvt Ltd, 1st Edition, 2002
3. Kropf, Roger , Greenberg, James A, “Strategic Analysis for Hospital Management”, Aspen Publishers Inc, 1st Edition ,1984
4. Alan M.Zuckerman, Healthcare Strategic Planning, Prentice Hall of India, 2nd Edition, 2005
5. Paul Trott, “ Innovation Management and New Product Development”, Prentice Hall, 5th Edition ,2011
6. Donald Lighter and Douglas,” Quality Management in Healthcare: Principles and Methods”, Janes and Berlett Publishers, 2004
7. Pena, Jesus,” Hospital Quality Assurance, Risk Management, and Program Evaluation”, Aspen Publication, 1984

## **4.5.3 MANAGEMENT OF HOSPITAL SERVICES**

### **1. GENERAL INFORMATION**

No. of Credits per week	4
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No. of Hours per week	4
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### **2. PERSPECTIVE OF THE COURSE**

Hospitals are unique service based organizations, different from other service organizations. Hospitals serve as the touch-points of healthcare delivery, concentrating mostly on the curative health services. The patients approach hospitals for general and specialized services on short, medium and long term basis. Hospital Managers have to make sure that healthcare services are rendered by the healthcare personnel effectively and efficiently. This requires, on the part of the hospital managers, to fully understand the various functions being carried out by different departments and design and develop hospital systems so that all functions are carried out in a coordinated manner. The course has been designed to give the detailed overview to hospital functioning in compliance with statutory and regulatory requirement in a holistic manner

### 3. COURSE OBJECTIVES AND OUTCOMES

#### OBJECTIVES

- To introduce the basic services of hospitals to the students.
- To familiarize the students with management dimensions of hospital services.

#### OUTCOMES

- At the end of the course, the students would get an insight into structure of hospital services and delivery

### 4. COURSE CONTENT AND STRUCTURE

1

#### **MODULE 1: STRUCTURE OF SERVICES**

**8 HOURS**

Uniqueness of Hospital Services-Differences with Non-Hospital Forms of Healthcare Services-Classification of Hospital Services based on Ownership, Extent of specialization and Nature – Hospitals in India today, hospital as a system.

2

#### **MODULE 2: DESIGN AND PLANNING**

**8 HOURS**

Classification of Healthcare Facilities- Phases of hospital project- Preliminary survey, Feasibility Survey, Financial & Equipment planning, site selection criteria, legal requirements & Design consideration, Flow chart of operation, Physical facilities and space requirements, statutory requirements, Documentation, Equipment & supplies, Hospital organization hierarchy – Roles & function of hospital administration.

3

#### **MODULE 3: OUT-PATIENT SERVICES**

**10 HOURS**

Out Patient Department- Planning and Management of Accident and emergency services, Physical medicine and Physiotherapy, Day care- Urgency and utilization management- Prioritization of Patient Needs

4

#### **MODULE 4: IN-PATIENT SERVICES**

**10 HOURS**

Operation of wards and facilities-Planning and Management of Medical and Surgical Services, Nursing services and administration, Critical Care Services like ICU Etc - Specialty Services In-patient department (General & Specialized unit), Burn Unit, OT, Super Specialty services.

5

**MODULE 5: OTHER SERVICES**

**12 HOURS**

Planning and Management of STP/ETP, Laundry, Central Sterile and Supplies Department( CSSD), Bio Medical Waste Management(BWWM) , Building, Water supply, Sanitary System and Fire safety, Laundry & Linen, Housekeeping, Maintenance department, Toilets, Other Supportive Services like Radiology, Laboratory etc- Blood Bank , Ambulance services, Pharmacy, Cafeteria and Mortuary.

6

**MODULE 6: HOSPITAL INFORMATION SYSTEM**

**8 HOURS**

Information, Communication and Technology in Healthcare-Barriers and facilitators in adoption of ICT-Telemedicine, Hospital statistics, evaluation of hospital services, Use of management information system.

**5. PEDAGOGY**

The course is expected to use a combination of approaches such as lecture, case discussion, web-based assignments, experiences, case study designing specific to the topic, instruments, videos and films. Frequent visits to and assignments in different kinds of hospitals are recommended.

**6. TEACHING/LEARNING RESOURCES**

**ESSENTIAL READINGS**

1. Goel, S.L and Kumar," Hospital Core Services: Hospital Administration in 21st Century", Deep and Deep Publications Pvt Ltd, 1st Edition, 2004.



## ELECTIVE SUBJECTS

1. Kunders, G.D," Hospitals: Facilities Planning and Management , TBS, 2007.
  2. B.M.Sakharkar ," Principles of hospital administration and planning" , Jaypee Brothers Medical Publishers, 2nd Edition, 2009
  3. Tabish S A," Hospitals and Nursing homes planning, organizing and management", Jaypee Publishers, 1st Edition, 2003
  4. Srinivasan A V," Managing a Modern hospital", Sage Publications, 1st Edition, New Delhi, 2002
1. Sharma, Madhuri, "Essentials for Hospital Supportive Services and Physical Infrastructure", Jaypee Brothers Medical Publishers, 1st Edition, New Delhi, 2003

<b>4.6</b>	<b>BANKING FINANCE AND INSURANCE (BFIS)</b> <b>4.6.1 BANKING TECHNOLOGY AND MANAGEMENT</b> <b>4.6.2 INTERNATIONAL FINANCIAL MANAGEMENT</b> <b>4.6.3 RISK MANAGEMENT FOR BANKS AND INSURANCE COMPANIES</b>
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## **4.6.1 BANKING TECHNOLOGY AND MANAGEMENT**

### **1. GENERAL INFORMATION**

No. of Credits per week	4
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No. of Hours per week	4
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### **2. PERSPECTIVE OF THE COURSE**

The System and Experience of Banking has changed drastically over time and the buzz words today are 'net banking', 'mobile banking' etc. While knowledge of the systems and operations of a bank is very important, the technology that drives the system is equally essential to know. A student seeks a career in banking need to be exposed to the 'Technology' that defines the work and responsibility in the changing scenario of bank functioning. Hence, this paper 'Banking Technology and Management'.

### **3. COURSE OBJECTIVES AND OUTCOMES**

#### **OBJECTIVES**

- To orient the students about the core banking and branch operations.
- To provide knowledge on delivery channels and back office operations.
- To give an exposure regarding interbank payment system and smart banking technologies.
- To discuss contemporary issues in banking techniques

#### **OUTCOMES**

By the end of the course, a student would

- Learn the technology used in banking operations.
- Know the back-end operations enabling provision of services.

- Get exposed to the contemporary techniques influencing banking systems

#### 4. COURSE CONTENT AND STRUCTURE

1

##### **MODULE 1: CORE BANKING AND BRANCH OPERATIONS**

**10 HOURS**

Introduction and Evolution of Bank Management – Technological impact in Banking Operations – Total Branch Computerization – concept and opportunities – Centralized Banking – Concept, Opportunities, Challenges and Implementation

2

##### **MODULE 2: DELIVERY CHANNELS**

**8 HOURS**

Overview of Delivery Channels – Automated Teller Machine – Phone Banking – Call Centers – Internet Banking – Mobile Banking – Payment Gateways – Card Technologies – MICR Electronic Clearing

3

##### **MODULE 3: BACK OFFICE OPERATIONS**

**8 HOURS**

Back office Management – Inter branch reconciliation – Treasury Management – Forex Operations – Risk Management – Data Centre Management – Network Management – Knowledge Management (MIS / DSS / ESS) – Customer Relationships Management (CRM)

4

##### **MODULE 4: INTERBANK PAYMENT SYSTEM**

**10 HOURS**

Interface with payment system Network – Structured Financial Messaging System – Electronic Fund Transfer – RTGS – Negotiated Dealing Systems and Securities Settlement Systems – Electronic Money – E-Cheques

5

##### **MODULE 5: SMART BANKING TECHNOLOGIES**

**10 HOURS**

Introduction – Characteristics of Smart Banking Environment – Components and Technologies of Smart Banking Environments – Issues in Smart Banking

6

##### **MODULE 6: CONTEMPORARY ISSUES IN BANKING TECHNIQUES**

**10 HOURS**

## 5. PEDAGOGY

- a) Lectures and presentations.
- b) Live examples and cases
- c) Seminars from industry experts.
- d) Assignments about interaction with banks.

## 6. TEACHING/LEARNING RESOURCES

### ESSENTIAL READINGS

1. Muraleedharan, D, "Modern Banking Theory and Practice"
2. Banking on Technology – Perspectives on the Indian Banking Industry, Indian Banks Association, January 2014.
3. Bhasin, Narinder Kumar, "Technology in Banking – the New S Curve", The Indian Banker, Vol VII, No. 5, May 2012.
4. Mobile Banking – Report of the Technical Committee, The Reserve Bank of India, January 2014.
5. Working Group on Information Security, Electronic Banking, Technology Risk Management and Cyber Frauds – Report and Recommendations, The Reserve Bank of India, January 2011
6. Dube, D.P & Gulati, V.P, "Information System Audit and Assurance", Tata McGraw Hill
7. Publications of Indian Institute of Banking and Finance, McMillan

## 4.6.2 INTERNATIONAL FINANCIAL MANAGEMENT

### 1. GENERAL INFORMATION

No. of Credits per week	4
No. of Hours per week	4

### 2. PERSPECTIVE OF THE COURSE

A business enterprise having international transactions is exposed to various risks. While understanding the global environment, the economic impact of the transactions, the procedures and formalities to be adhered to are on one side, the impact of transactions on cash flow of the entity on account of fluctuations in foreign exchange rate is another aspect that must be addressed. This course titled “International Financial Management” aims to orient all the aspects a professional need to know in carrying out international transactions.

### 3. COURSE OBJECTIVES AND OUTCOMES

#### OBJECTIVES

- To orient the students on global business environment and international markets.
- To make students understand the various risks an enterprise is exposed to on account of international transactions.
- To provide knowledge and skills for hedging foreign currency risks.

#### OUTCOMES

By the end of this course, a student would learn

- The global financial environment, currency system, relationship between economies and impact of international transactions on the economy.
- Functioning of international financial markets.
- Fixing of exchange rate.
- Foreign currency risks and hedging strategies.

- Interest rate risks and hedging strategies

#### 4. COURSE CONTENT AND STRUCTURE

<b>1</b>	<b>MODULE 1: GLOBAL FINANCIAL MANAGEMENT</b>	<b>10 HOURS</b>
	Evolution of International Monetary System, Bimetallism, Classical Gold Standard, Interwar Period, Bretton Woods System, Flexible Exchange Rate Regime, The current Exchange Rate Agreements, European Monetary System, Fixed vs. Flexible Exchange Rate Regime	
<b>2</b>	<b>MODULE 2: BALANCE OF PAYMENTS</b>	<b>5 HOURS</b>
	Introduction, Accounting Principles in Balance of Payments, Valuation and Timing, Components of the Balance of Payments, 'Surplus' and 'Deficit' in Balance of Payments, Importance and limitations of BOP Statistics, Relationship of BOP with other economic variables.	
<b>3</b>	<b>MODULE 3: INTERNATIONAL FINANCIAL MARKETS</b>	<b>5 HOURS</b>
	Motives for using International Financial Markets. Foreign Exchange Market – History and Transactions, interpreting Foreign Exchange Quotations, International Money Markets, International Credit Markets and International Bond Markets. Comparison of International Financial Markets.	
<b>4</b>	<b>MODULE 4: EXCHANGE RATE DETERMINATION</b>	<b>8 HOURS</b>
	Purchasing Power Parity Theory, Interest Rate Parity Theory, International Fischer's Effect, Pure Expectations Theory	
<b>5</b>	<b>MODULE 5: FOREIGN EXCHANGE RISK AND RISK HEDGING STRATEGIES</b>	<b>18 HOURS</b>

Transaction Risk, Translation Risk, Economic Risk. Risk Hedging Strategies: Internal – Netting, Leads and Lags. External – Forwards, Futures, Options, Money-market Hedging, Currency Swaps

## 6

### **MODULE 6: INTEREST RATE RISK AND RISK HEDGING STRATEGIES 10 HOURS**

Interest Rate Swaps, Forward Rate Agreements, Interest Rate Futures, Interest Rate Options, Caps, Floors and Collars, Swaption.

## **5. PEDAGOGY**

- a) Lectures.
- b) Demonstrations using Excel
- c) Practical Exercises – Individual and Group
- d) Case Studies.

## **6. TEACHING/LEARNING RESOURCES**

### **ESSENTIAL READINGS**

1. Alan Shapiro: *Multinational Financial Management*, Prentice Hall, New Delhi.
2. Apte, Prakash, “*International Finance – A Business Perspective*”, Tata McGraw Hill.
3. David B. Zenoff& Jack Zwick: *International Financial Management*.
4. Rita M. Rodriguez L. Bigame Carter: *International Financial Management*.
5. V. A. Avadhani: *International Finance- Theory and Practice*, Himalaya Publishing House.

### **REFERENCES**

1. Madura, Jeff, “*International Corporate Finance*”, Thomson South-Western.
2. Sharan, Vyuptakesh, “*International Financial Management*”, Prentice Hall of India.
3. Jain, Peyrard, and Yadav’ “*International Financial Management*”, MacMillan
4. J. Fred Weston, Bart: *Guide to International Financial Management*.
5. Robery O. Edmister: *Financial Institutions - markets and Management*.
6. A.V. Rajwade: *Foreign Exchange International Finance and Risk Management*, Prentice Hall.

## **4.6.3 RISK MANAGEMENT FOR BANKS AND INSURANCE COMPANIES**

### **1. GENERAL INFORMATION**

No. of Credits per week	4
No. of Hours per week	4

### **2. PERSPECTIVE OF THE COURSE**

Like every business, banks and insurance companies are exposed to risks. However, the risks are very unique and most of the times beyond prediction, guess or even comprehension. While 'risk-taking' is an integral part of both banking and insurance business, managing risk to boost performance is a matter of challenge. This courses provides an outline of 'risk management' among banks and insurance companies, highlighting the best practices in Indian and global context

### **3. COURSE OBJECTIVES AND OUTCOMES**

#### **OBJECTIVES**

- To provide knowledge on various risks faced by banking companies.
- To provide knowledge on various risks faced by insurance companies.
- To make understand the various strategies adopted by banks and insurance companies in effectively managing risks

#### **OUTCOMES**



By the end of the course, a student would

- Know the risks faced by banking and insurance companies.
- Understand the challenges in managing banks.
- Know the risk management strategies for banks and insurance companies.
- Get exposed to the best practices in India and other parts of the world, in respect of 'risk management'.

#### 4. COURSE CONTENT AND STRUCTURE

<b>1</b>	<b>MODULE 1: OVERVIEW OF RISK MANAGEMENT IN BANKS</b> <b>8 HOURS</b>
	Risk concept- Importance, The changing face of risk in banks, Types of Risks, Risk Management framework, Organizational structure, Risk Identification- Risk measurement/- Sensitivity, Risk monitoring and Control- Risk Reporting
<b>2</b>	<b>MODULE 2: MANAGING CREDIT RISK</b> <b>10 HOURS</b>
	Defining Credit risk, The Basel Committee's Principles of Credit risk Management, Measuring Credit risk, Credit rating framework, Introduction to some popular credit risk models: Credit risk transfers- Securitization, Loan sales, Covered bonds and Credit Derivatives, Managing credit risk.
<b>3</b>	<b>MODULE 3: CAPITAL RISK - REGULATION AND ADEQUACY</b> <b>10 HOURS</b>
	Concepts of Economic and Regulatory capital, Why regulate bank capital? Risk based Capital Standards- Regulatory capital: Basel Accord- I, II, III, Illustrative problems on calculating capital adequacy
<b>4</b>	<b>MODULE 4: INTEREST RATE AND LIQUIDITY RISK</b> <b>10 HOURS</b>
	Introduction, Asset- Liability Management, Managing and Measuring Interest rate risk, Methods to reduce Interest rate risk, Managing Interest rate with Interest rate

derivatives, Liquidity risk- Sources, Approaches, Measuring Liquidity risk

5

**MODULE 5: MANAGING MARKET RISK – BANKS INVESTMENT PORTFOLIO 10 HOURS**

Basic concepts, The Treasury functions, Risks and Returns of Investment securities, Measuring Interest rate risk with VAR, Approaches to VAR Computation, The Interplay between Market and Credit risk.

6

**MODULE 6: RISK MANAGEMENT IN INSURANCE COMPANIES**

**8 HOURS**

Risk Management : Meaning and objectives, Basic categories risk, Methods of managing risk/ Risk mitigation, Enterprise risk management, Risk management process, Different scenarios and Risk management strategies, Personal risk management, Risk control and Risk financing, Insurance market dynamics, Loss Forecasting

## 5. PEDAGOGY

- a) Lectures and presentations.
- b) Live examples and cases
- c) Seminars from industry experts.
- d) Assignments about interaction with banks and insurance companies

## 6. TEACHING/LEARNING RESOURCES

### ESSENTIAL READINGS

1. Padmalatha Suresh and Justin Paul, Management of Banking and Financial Services, Pearson, 3rd Edition, 2014
2. P.K. Gupta, Insurance and Risk Management, Himalaya publishing house, 2015
3. Harold D Stephen and W Jean Kwon, Risk Management and Insurance, Blackwell Publishing co., New York, 2007
4. Jave S. Trieschimam, Sandra G. Guatarson, Robert E Houyt, Risk Management and Insurance, Thomson Sowlla Western Singapore, 2003
5. K.C Shekhar and LekshmyShekhar, Banking Theory and Practice, Vikas Publication, 2013

6. JatinderLoomba: Risk Management and Insurance Planning PHI, 2014
7. L.M. Bhole and JitendraMahakud, Financial Institutions and Markets, 2012
8. Indian Institute of Banking and Finance, Risk Management, Mac Millan 2010
9. G. S. Popli and S. K. Puri, Strategic Credit Management in Banks, PHI, 2013
10. JyotsnaSethi and Nishwan Bhatia, Elements of Banking and Insurance, PHI, 2nd Edition, 2012
11. Bharati.V. Pathak, The Indian Financial system, Pearson Education, 2nd Edition, 2008
12. Indian Institute of Banking and Finance, Bank Financial Management, Mac Millan, 2014
13. IIBF, "Risk Management", Mc Milan, New Delhi.
14. Bagchi S.K., "Credit Risk Management", Jaico Publishing House, Mumbai

ELECTIVE SUBJECTS	
<b>4.7</b>	<b>STARTUPS AND SMEs MANAGEMENT</b> <b>4.7.1 TECHNOLOGY AND INNOVATION</b> <b>4.7.2 INTERNATIONALIZATION OF SMEs</b> <b>4.7.3 MANAGEMENT OF STARTUPS</b>

## **4.7.1 TECHNOLOGY AND INNOVATION**

### **1. GENERAL INFORMATION**

No. of Credits per | 4

No. of Hours per week | 4

### **2. PERSPECTIVE OF THE COURSE**

Small and medium enterprises (SMEs) have been considered one of the 'driving forces' of modern economies due to their multifaceted contributions in terms of technological innovations, employment generation, export promotion, etc. Of these, the ability of SMEs to innovate assumes significance because innovation lends competitive edge to firms, industries and ultimately, economies. Therefore, technological innovation has the potential to spur growth of individual enterprises at the micro level and aggregate industries and economies at the macro level. Associated with this high growth rates, SMEs in India are also facing a number of problems like sub-optimal scale of operation, technological obsolescence, supply chain inefficiencies, increasing domestic and global competition, fund shortages, change in manufacturing strategies and turbulent and uncertain market scenario. To survive with such issues and compete with large and global enterprises, SMEs need to adopt innovative approaches in their working. Hence there is a need to study in this perspective of technology and innovation among SMEs.

### **3. COURSE OBJECTIVES AND OUTCOMES**

#### **OBJECTIVES**

- To understand the importance of technology and innovation for SMEs
- To learn and understand various other dimensions of technology and innovation.

#### **OUTCOMES**

- By the end of the course, the students who are entrepreneurially inclined would resort to better technology and more innovation

### **4. COURSE CONTENT AND STRUCTURE**

**1**

#### **MODULE 1: INTRODUCTION**

**10 HOURS**

Definition and characteristics of Technology – Market based and resource based views of Technology - Impact of technology on business – meaning, importance and recent developments in technological environment – Technology Trends in Indian Industry- Concept and significance of management of technology – Growing importance of Innovation in business

2

**MODULE 2: SOURCES OF TECHNOLOGY AND INNOVATION 8 HOURS**

Sources of technology- process of new product development - Linkage between technology development and competition – IPR and Technology management.

Sources of Innovation: Internal and external sources, Competitive advantage to SME.

3

**MODULE 3: TECHNOLOGICAL INNOVATION 10 HOURS**

Relationship between Technology and Innovation - Forms of Technology Innovation – Characteristics of Product & Process innovation – Status of Technological innovation in Indian SMEs - Policy Imperatives

4

**MODULE 4: TECHNOLOGY STRATEGY 10 HOURS**

Concept and Key principles of technology strategy – framework for technology strategy – relationship between technology and business strategies – Issues and constraints of SME's technology strategy.

5

**MODULE 5: TECHNOLOGY, INNOVATION AND SMEs 10 HOURS**

Technology Business Incubation (TBI) - ICT (Information and Communications Technology) – Access to Modern affordable technology - Ecosystem for technology transfer - Govt. policy imperatives for technology upgradation.

6

**MODULE 6: PRACTICALS 8 HOURS**

Five Case studies on award winning innovative SME's at National Level.

**5. PEDAGOGY**

A mix of lectures, case study and a hands-on project

**6. TEACHING/LEARNING RESOURCES**

**ESSENTIAL READINGS**

1. Betz F , “Strategic Technology Management” , McGraw Hill, 1993
2. V.K. Narayanan , “Managing Technology and Innovation for Competitive Advantage”, Prentice Hall , 1st Edition, 2000

3. Tarek Khalil , “Management of Technology” , McGraw Hill, 2000
4. Melissa A Schilling , Strategic Management of Technological Innovation , McGraw Hill, 4th Edition, 2012
5. Brychan Thomas, Christopher Miller, Lyndon Murphy Innovation and Small Business – Volume 1,E-Book, www.bookboon.com

#### REFERENCES

1. BalaSubrahmanya, M H, M Mathirajan and K N Krishnaswamy(2008) “The Influence of Technological Innovations on the Growth of Manufacturing SMEs”, Report submitted to the Department of Science & Technology, Government of India, New Delhi.
2. Ray Oakey, AardGroen, Peter van der Sijde and Gary Cook “New Technology Based Firms in the New Millennium” ISSN: 1876-0228, See more at: <http://www.emeraldgroupublishing.com/products/books/series.htm?id=1876-0228#sthash.RC0ih24v.dpuf>
3. Tim Mazzarol, Sophie Reboud ,” Strategic Innovation in Small Firms – An International Analysis of Innovation and Strategies Decision Making in Small to Medium Sized Enterprises”, Edward Elgar Publishing, 2011
4. Innovation readiness of Indian SMEs: and Challenges – FICCI MSME Summit 2012 Report: Theme: “ Innovation & Clusters”
5. Chaminade, C. Vang, J, Innovation Policy for Asian SMEs: an Innovation Systems Perspective, in H. Yeung Handbook of Research on Asian Business. Edward Elgar, 2006

## 4.7.2 INTERNATIONALIZATION OF SMEs

### 1. GENERAL INFORMATION

No. of Credits per week | 4

No. of Hours per week | 4

### 2. PERSPECTIVE OF THE COURSE

The emergence of multinational firms has been a distinct feature of globalization in the developing countries. Many of the emerging multinational firms are small and medium

enterprises (SME), seeking to capitalize on their unique skills and capabilities and achieve rapid growth and diversify the sources of their revenue streams. SMEs have used their social capital to penetrate into foreign markets and acquire market share. However they are unable to observe the strategies behind internationalization processes of SMEs. As more and more firms enter the international business environment, there is increased competition. Technological advancements, declining trade barriers etc. are driving the world economy to become more and more integrated and this rapid globalization is enabling SMEs to become international in a quicker yet effective manner. Advancements in information technology and improvements in communication infrastructure have resulted in opportunities for SMEs to participate in global markets in both developing and developed countries. Since 1991, SMEs in India have been faced with new competitive intensity. Improvements in resource utilization make it possible to sell a variety of products and services from anywhere in the world and around the clock. This course will help to gain a better understanding of internationalization of SMEs, strategies behind the internationalization process of SMEs and various govt/non-govt support programs towards SMEs internationalization.

### **3. COURSE OBJECTIVES AND OUTCOMES OBJECTIVES**

- The objective of this course is to motivate entrepreneurially minded students to attempt internationalization in SMEs that they own and work for.

### **OUTCOMES**

- At the end of the course, the students must understand the nuts and bolts of internationalization of SMEs.

### **4. COURSE CONTENT AND STRUCTURE**

**1**

#### **MODULE 1: INTRODUCTION**

**8 HOURS**

Internationalisation: Introduction; Definition or Meaning of Internationalisation- Factors influencing Internationalisation of SMEs - Steps in Internationalisation of SMEs- International opportunities for SMEs – Benefits of Internationalization of SMEs.





## 6. TEACHING/LEARNING RESOURCES

### ESSENTIAL READINGS

1. Nelly Daszkiewicz, Krzysztof Wach , “Internationalization of SMEs – Context, Models and Implementation”, Gdańsk University of Technology Publishers, 1st Edition, 2012
2. VasanthKiran, MousumiMajumdar, Krishna Kishore , “Internationalization of SMEs: Finding A Way Ahead Alliance School of Business”, Alliance University Bangalore India: Available online at <http://www.iasir.net>
3. Bhalla V K, and S Shivaramu , “International Business : Environment and Management “, Anmol Publications Pvt Ltd. Seventh Revised Edition, 2003
4. Challenges for SMEs: Agenda for Change Ms. Dolly Bhasin is the CEO of a knowledge enterprise, Dr. S. P. Agarwal, Prof. & Head, CITT, IIFT, New Delhi, ICICI Bank SME knowledge series
5. Moen, O. and Servais, P. (2002): “Born global or gradual global? Examining the export behavior of small and medium-sized enterprises”, *Journal of International Marketing*, 10 (3), 49-72.
6. Sharma, D.D. and Blomstermo, A. (2003): “The internationalization process of born globals: A network view”, *International Business Review*, 12 (6), 739-753.
7. Bell, J., McNaughton, R. and Young, S. (2001): “Born-again’ global firms. An extension to the ‘born global’ phenomenon”, *Journal of International Management*, 7, 173-189.

### REFERENCES

1. M V Ravikumar, N. Ramesh and M K Sridhar, “ Internationalization of SMEs –Study of critical factors “, Research Study sponsored by Indo-Korean Institute for Science and Technology, 2011
2. Top Barriers and Drivers to SME Internationalization”, Report by the OECD Working Party on SMEs and Entrepreneurship, OECD, 2009
3. Karen Wilson , “Encouraging the Internationalization of SMEs”, OECD Papers, 2006, Vol 6, Issue 12, Pg 43
4. Gabrielsson, M. and Kirpalani, M.V.H. (2004): “Born globals: How to reach new business space rapidly”, *International Business Review*, 13, 555-571.
5. Kundu, S. K. and Katz, J.A. (2003): “Born-internationals SMEs: BI-level impacts of

## 4.7.3 MANAGEMENT OF STARTUPS

### 1. GENERAL INFORMATION

No. of Credits per week | 4

No. of Hours per week | 4

### 2. PERSPECTIVE OF THE COURSE

Most new ventures face near fatal situations during the initial few years, threatening their very existence. Many of these failures are for want of an understanding of the management challenges of a new venture which are avoidable. These challenges are not the same as those of a well-established firm. Managers and entrepreneurs, hence, need additional set of attitudes, skills and knowledge to overcome these issues. Traditional MBA courses start with the assumption of an existing business and its management where systems, processes and relationships are already in place. Managing a start up venture is altogether a new experience of simultaneously working on several fronts often with limited resources in hand. Entrepreneurs should try to compress the new venture phase and move to the growth phase like a meteor. This course will provide some insight into the challenges of successfully managing this phase of a venture and its growth phase.

### 3. COURSE OBJECTIVES AND OUTCOMES

#### OBJECTIVES

- The course aims to make the students understand the managerial dimensions of start-up ventures.

#### OUTCOMES

- By the end of the course, the students must get clarity of vision and roadmap for managing the growth of new ventures.

### 4. COURSE CONTENT AND STRUCTURE



**MODULE 1: BUILDING HUMAN CAPITAL**

**10 HOURS**

Recruitment of key individuals – man power planning and sourcing, talent Management, learning and development, productivity of employees.

**2** **MODULE 2: BUILDING INFRASTRUCTURE** **10 HOURS**  
Expansion of land and building, planning and procurement of additional machinery and equipment, modernisation and technology up gradation, management of capital expenditure.

**3** **MODULE 3: BUILDING MARKETING NETWORKS** **10 HOURS**  
Expansion of market - Identifying new market segment, new distribution channels, promotional tools, Technology of Marketing, New age marketing tools, Digital marketing.

**4** **MODULE 4: BUILDING ORGANIZATION** **10 HOURS**  
Design and development of organization structure, Departmentalization, organization policies and processes, organizational culture - ethics and governance

**5** **MODULE 5: BUILDING VISION** **8 HOURS**  
Vision, Mission, goals, objectives, and strategies, group dynamics and team building.

**6** **MODULE 6: PRACTICALS** **8 HOURS**  
Two Industrial visits, Two Synergy case studies.

## 5. PEDAGOGY

A mix of lectures, case study and industrial visits

## 6. TEACHING/LEARNING RESOURCES

### ESSENTIAL READINGS

1. Justin Longenecker, Leo B. Donlevy, Terri Champion, Carlos W. Moore, J. William

- Petty, Leslie E. Palich , “Small Business Management: Launching and Growing New Ventures”,Cengage Publication,5th Edition, 2013
2. Prof. AnjanRaichaudhuri , “Managing New Ventures – Concepts and Cases on Entrepreneurship”, PHI Edition, 2011
  3. Longenecker, Moore, Petty and Palich , “Managing Small Business”, Cengage Learning, 15th India Edition, 2010
  4. B.S. Bhatia, G.S. Batra , “Entrepreneurship and small business management”, Deep and Deep Publications, 2002

## REFERENCES

1. Chase, R.B, et. Al,“ Operations Management for Competitive Advantage”, Tata McGraw Hill, New Delhi, 11 edition, 2008
2. Berger, Lance A and Dorothy Berger, “The Talent Management Handbook”, Tata McGraw Hill, New Delhi , 2nd Edition, 2011
3. Hartman, Laura P and AbhaChatterjee “ Perspectives in Business Ethics”, Tata McGraw Hill, 3rd Edition, 2006
4. Hanson &Kalyanam, “Internet Marketing & e-commerce”, Thomson Learning, Bombay.
5. Rosenbloom, Bert, “Marketing Channels: A Management View”, Thomson Learning, New Delhi , 8th Edition, 2007
6. Bohlander / Snell / Sherman , “Managing HR( for training and development)” Thomson Publication
7. Joseph Weiss , “O.B & Change “ , Vikas Publications , 2nd Edition
8. Ken Tanner , “The Entrepreneur’s guide to hiring a building the team” , Praeger Publishers, 2008
9. A.Gupta , “Indian Entrepreneurial Culture”, New Age International Publication, 1st Edition, 2009

## Salient Features

- Choice based credit system (CBCS) with credits, cumulative grade average and open elective.
- There are differential credits to ensure relative importance of the subjects.
- Business & Industry and Innovation Management are the two new core subjects brought in the first year.
- Health Care Management; Startups and SMEs Management and Banking, Finance and Insurance Services (BFIS) are introduced as specialization streams in the second year.
- Open elective on Management Perspectives.
- Provision for enhanced interaction with user system including industry.
- There is provision for single or dual specialization.
- Focus on one specialization stream in III and IV Semesters.
- Weightage for Internal assessment increased.
- Marks for book review, assignment, case writing and mini projects apart from attendance and internal test.
- Full time project work for four weeks to ensure social and business orientation.
- Full time dissertation for six weeks in business organizations.
- Uniform templates are used for course contents and resources.