FACULTY OF BUSINESS MANAGEMENT AND COMMERCE

OUTLINES OF TESTS SYLLABI AND COURSES OF READING

FOR

MBA (BUSINESS ECONOMICS)
3rd AND 4th SEMESTER

For the Examination 2015-2017
Note: - The student has to opt for ONE of the Specialization Groups offered. Further, the student has to study FOUR papers of the Group selected.

THIRD SEMESTER – MBA (BUSINESS ECONOMICS)

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<tr>
<td>MBABE-3001</td>
<td>PROJECT PLANNING AND ANALYSIS</td>
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<tr>
<td>MBABE-3002</td>
<td>INTERNATIONAL ECONOMICS</td>
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<tr>
<td>MBABE-3003</td>
<td>FINANCING OF INFRASTRUCTURE PROJECTS</td>
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<td>MBABE-3004</td>
<td>ECONOMICS OF MONEY AND BANKING</td>
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<tr>
<td>MBABE-M-3005</td>
<td>MARKETING RESEARCH AND CONSUMER BEHAVIOUR</td>
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<td>MBABE-M-3006</td>
<td>ADVERTISING AND SALES MANAGEMENT</td>
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<td>MBABE-M-3007</td>
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<td>INVESTMENT ANALYSIS</td>
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<tr>
<td>MBABE-F-3012</td>
<td>Mergers, Acquisitions and Corporate Restructuring</td>
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<td>INTERNATIONAL HUMAN RESOURCE MANAGEMENT</td>
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<td>SUPPLY CHAIN MANAGEMENT</td>
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<td>ADVANCED PRODUCTION MANAGEMENT</td>
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<td>BUSINESS PROCESS RE-ENGINEERING</td>
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Note: The student has to opt for ONE Specialization Group and select TWO papers out of the papers offered.

**FOURTH SEMESTER – MBA (BUSINESS ECONOMICS)**

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<td>RESEARCH PROJECT*</td>
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<td>COMPREHENSIVE VIVA-VOCE**</td>
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**SECTORAL SUBJECT – 6**

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**SECTORAL SUBJECT – 7**

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**FUNCTIONAL SPECIALIZATION GROUP – A: MARKETING**

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**FUNCTIONAL SPECIALIZATION GROUP – B: FINANCE**

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**FUNCTIONAL SPECIALIZATION GROUP – C: HUMAN RESOURCE MANAGEMENT**

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**FUNCTIONAL SPECIALIZATION GROUP – D: OPERATIONS MANAGEMENT**

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**FUNCTIONAL SPECIALIZATION GROUP – E: ECONOMICS**

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|            |                                                       | 40       | 1000   |

*Research Project will start from 3rd Semester. However, marks for this project will be counted in the 4th Semester only.

** Comprehensive Viva-Voce in the 4th Semester will be based on papers taught in 3rd and 4th Semesters.
Objectives: Projects are non-recurring activities requiring a different set of skill for planning as compared to regular and operative activities. The course is aimed at developing the understanding of project activities and relevant skills.

SECTION – A

SECTION – B
Market Analysis: Market and Demand Analysis, Market Survey, Demand Forecasting, Uncertainties in Demand Forecasting.
Methods of Demand forecasting: Time series projection methods & causal methods.

SECTION – C
Risk Analysis: Measures of Risk, Sensitivity Analysis, Scenario analysis, Break-even method, Simulation Analysis, Decision Tree Analysis, Application of project appraisal techniques in current environment.

SECTION – D
Project Scheduling/Network Techniques in Project Management: Concept of EOT, LOT, CPM and PERT Analysis, Float times, Crashing of Activities, Contraction of Network for Cost Optimization.

Suggested Readings:
Objective: The course intends to provide understanding about the broad principles and theories, which tend to govern the free flow of trade in goods, services and capital both short-term and long-term at the global level.

SECTION – A


SECTION – B
Forms of economic cooperation: Static and Dynamic effects of a customs union and free trade area; The Cost of Protection Preferential Trade Agreements; SAARC, ASEAN, EU, NAFTA; Asian Economic Integration; Rationale and Economic Progress.
Regionalism: Various Forms of Economic Integration; Theory of Customs Union.

Euro Currency Market, Offshore financial centres, International Financial Institutions, IMF, IBRD, BIS, IFC, ADB, WTO.

SECTION – C


SECTION – D

Investment and Merchant Banking, Correspondent Banking NOSTRO, VOSTRO, Mirror Accounts etc., International private banking, Wholesale banking & retail banking. Investment Banking.

Suggested Readings:
Objective: To increase awareness about the investing and financing options and financing models in infrastructure sector along with the return and risk analysis associated with the infrastructure projects.

SECTION – A
Introduction: Investments in Infrastructure, Capital Requirements and Capital Flows, Greenfield vs. Brownfield investments, Sources of Capital Markets - Bond Market, Infrastructure Funds, Private Equity, Public Finance and International Financing Institutions: Short-Term Finance - Lease Finance, Vendor Finance; Asset Backed Securities; Debt and Mezzanine Debt; Public procurement, Revenue from Infrastructure Projects - Flow of Revenue, Rate Setting, Rate Regulation, Rate and Cost of Service Analysis, Tax revenue and Subsidies.

SECTION – B
Infrastructure as an Asset: Asset Characteristics - Large upfront Investments, strong and stable cash flows, long life, irreversible investment, Infrastructure Asset Valuation and Bond Returns, Infrastructure and threat of Hold up.

SECTION – C
Project Finance: Development and features of project finance, project finance vs. corporate finance, Project Finance Structure - Debt-cover ratios; Debt service, Drawdown of debt and equity, Debt prepayment and refinancing, security and inter-creditor issues, Control of Cash Flow- Cash Flow Cascades, Reserve Account, Control on Distribution to Investors, Cash Sweep and Cash Claw Back, Macroeconomic Assumptions and Associated Risks, Interest Rate, Exchange Rate.

SECTION – D

Suggested Readings:
Objective: Understanding of the operations of money and banking and their interaction with the rest of the economy is essential to realize how monetary forces operate through a multitude of channels — market, non-market, institutions and among others, the state. The paper is an optimal integration of monetary theory, banking and non-banking financial institutions, which combines with itself a systematic discussion of the theory, institutions and policy with special reference to India.

SECTION – A


Monetary Policy: Targets, Goals and the Trade Offs Among Alternate Goals, Critical appraisal of India’s Monetary Policy.

SECTION – B

Term Structure of Interest Rates: The Expectations Theory, Liquidity Premium Theory, Market Segmented Theory.


SECTION – C

Central Banking: Origin and Evolution, Main Functions, Policy Tools, RBI’s Monetary Policy and Autonomy.

Commercial Banking: Functions, Major Developments in Commercial Banking in India since Nationalization. Banking Sector Reforms.

SECTION – D

Services Design and Delivery Strategies in Banks: Products and Services Offered by Banks, Response of Banks with Newer Services & Delivery Mechanisms.

Electronic payment systems in Banks: Various payment systems: ECS (Debit & Credit) EFT, NEFT, RTGS, Communication Network.

Introduction to e-Banking: Origin of e-Banking, Role of Technology in e-Banking, Significance, trends in e-banking, Constraints.

Suggested Readings:
4. Howells, Peter and Bain Keith: The Economics of Money, Banking and Finance, Prentice Hall, Pearson Education Ltd.
Objectives: The course is intended to help participants get acquainted with various research concepts, techniques and procedures and to develop their ability to conduct, evaluate, use and present research findings. The course will also help participants to understand the various factors affecting consumer behavior and to understand the process of consumer buying.

SECTION – A
Introduction to Consumer Behavior: Introduction, Applications of consumer behavior, Consumer behavior and marketing strategy, Situational characteristics and consumption behavior, Consumer decision making process, Post purchase behavior.

SECTION – B
Factors Influencing Consumer Behavior: Consumer specific factors influencing buying behavior, psychological processes (motivation, perception, learning and memory) affecting consumer behavior, the buying motive, high involvement and low involvement buying situations, Consumer behavior in adapting new products, participants in buying decisions.
Group influence- Definition, types of group (primary, secondary, formal etc.), Family influence, roles, FLC application.

SECTION – C
Introduction to Marketing Research: Meaning, scope and importance of marketing research, Defining the market research problem and developing an approach, Research design formulation, Rating Scales Juster, Likert, Semantic Differential, Thurston, Attitude Scales.
Preparing a written research report, organization of the report, Ethical issues in marketing research.

SECTION – D
Applications of Marketing Research: Research design classification, Product research- developing products, Specifications and attributes, Concept of test marketing.
Advertising research, Market and sale analysis research, Sales forecasting, Demand measurement.

Suggested Readings:-
7. A. Parasuraman et.al.: Marketing Research, Biztantra.
Objectives: The course is designed with an aim to develop an understanding of the decision processes in advertising from a marketer’s point of view and to understand the concept, methods and strategies of sales management.

SECTION – A
Introduction to Advertising: Advertising- an element in Marketing Mix, Role and Importance, Difference between advertisement and publicity, Advertising as a means of communication, Setting Advertising Objectives, DAGMAR approach to setting objectives, Media, selection, measurement of effectiveness of Media, Preparing advertising plan, Developing message, writing copy, advertising appeals: pre and post-testing. Media decisions, media strategy and scheduling decisions, Planning and managing advertising campaigns.

SECTION – B
Integrated marketing Communications: Different types of advertising, public relations, advertising budget and relevant decisions, Advertising agencies, their role and importance, management problems of agencies, client-agency relations, Advertising in India: Problems and Prospects. Role of Integrated Marketing Communications (IMC), Designing, Objectives Setting and Budgeting for IMC programs, Developing effective communications.
Managing Mass Communications: Events, Experiences and public relations, Measuring media.

SECTION – C
Sales Management: Sales organization, Sales Functions and its relationship with other marketing functions, External relationship of the Sales Department e.g. with distributors, Government and Public, Functions and qualities of a Sales Executive, Environment Routing and Scheduling, International Sales Management.

SECTION – D
Salesmanship: Theoretical aspects of Salesmanship, the process of selling, Sales forecasting methods, Sales budget.
Sales force management, Recruitment, Selection, Training, Motivation and Compensation of the fields sales force and sales executive, Evaluation and control of sales force, Sales Territories, Sales Quotas.

Suggested Readings:
2. Raghuvir Singh: Advertising-Planning and Implementation, Prentice Hall India.
Objective: The objective of this course is to develop a conceptual framework of international marketing management so as to provide necessary knowledge and tools to develop strategies for international markets.

**SECTION – A**

**Framework of International Marketing:** Scope of International Marketing - International Marketing vs Domestic Marketing - Trade Barriers such as Tariff and Non-Tariff Barriers. Transition from Domestic to International Business - Pre-export behaviour - Motivation to export - Special difficulties in International Marketing - Advantages or importance of International Marketing. Balance of Trade and Balance of Payments.

**International Marketing Environment:** Factors/Dimensions influencing International Marketing - Controllable and Uncontrollable factors in International Marketing. Globalisation and Role of Multinational Enterprises (MNEs).

**SECTION – B**


**International Marketing Research:** Marketing Information System - Market Research - Marketing Research - Methodology for Marketing Research - International Research Strategy - Desk Research and Field Research - Market Oriented Information - International Marketing Intelligence -- Competitive Intelligence.

**SECTION – C**

**International Sales Contract:** Major Laws - INCO Terms - Standard clauses of International sales Contract - Role of Indian Council of Arbitration / International Chamber of Commerce in solving Trade disputes.

**International Trade Liberalization:** General Agreement on Tariff and Trade (GATT) - World Trade Organization (WTO) - GATS ÿ UNCTAD.


**SECTION – D**

**India's Foreign Trade:** Recent Tends in India's Foreign Trade - India's Commercial Relations and Trade Agreements with other countries.

**Institutional Infrastructure for Export Promotion in India** - Export Assistance - Export Finance - Export Processing Zones (EPZs) - Special Economic Zones (SEZs) -Role of ECGC, EXIM Bank of India, Commodity Boards, STC, MMTC, etc.. Role and Functions of Export Promotion Councils.


**Export Payment** - Different Modes of Payment and Letters of Credit

**Suggested Readings:**
Objective: This course aims to provide an in-depth perspective into Internet Marketing, and help participants to appreciate internet as an integral part of an organisation's marketing mix. The primary objective of the course is to focus on how the Internet can serve as an invaluable resource for the marketer.

SECTION – A

SECTION – B

SECTION – C

SECTION – D

Suggested Readings:
1. Judy Strauss & Raymond Frost: E-Marketing, PHI Learning
4. P.T Joseph: E-Commerce- A Managerial Perspective- Prentice Hall India
9. Keen, Peter and Mark Mc-Donald: The e Process Edge, Tata Mc-Graw Hill, Delhi
Objectives: The course has been designed to develop understanding of different concepts relating to analysis of investment and portfolio management and to provide exposure to derivatives market, its working and inputs on strategies used in derivatives market.

SECTION-A
Risk and Return: Concept of Risk, Components of Investment Risk, Measurement of Risk through Standard Deviation, Regression Equation, Covariance, Concept of Return, Expected Yield, Actual Yield, Holding Period Yield, Relationship between Risk and Return

SECTION-B
Efficient Market Theory: Random walk, Weak form, semi-strong and strong form of market, Empirical tests, Comparison between random walk.

SECTION-C

SECTION-D
Portfolio Selection: Concept of Portfolio Selection, Optimal Portfolio, Objectives, Risk and Investor Preferences, Investment Constraints, Cut-off Rate and New Securities, Efficient Frontier and Portfolio Selection, Beta, Traditional Portfolio Building.
Case studies on Investment Analysis.

Suggested Readings:-
2. Frank J Fabozzi.: Investment Management, Prentice Hall - Gale
8. V. K. Bhalla: Investment Management, Sultan Chand and Sons.
Objective: To enable the participants to understand cost management system and develop an insight into application of cost analysis from strategic perspective.

SECTION – A


Activity Based Costing and Management: Treatment of Cost, Steps, Advantages, Disadvantages.

SECTION – B

Value Analysis: Meaning of Value Analysis and value addition, Strategic Application of Value Chain Analysis.

Strategic Positioning Analysis: Critical Success Factors and SWOT Analysis.


SECTION – C


Relevant Indian and International accounting standards, Current Scenario in India, Numerical Problems.

SECTION – D

Responsibility Accounting: Activity based Responsibility Accounting, Behavioural aspects of responsibility accounting, Transfer Pricing.


Productivity improvement techniques: Various tools and techniques including Kaizen and Six Sigma.

Case studies on strategic cost management.

Suggested Readings:
Objective: This course aims at developing understanding and analytical skills among participants regarding applications of Financial Engineering.

SECTION – A

SECTION – B
Credit Analysis:
Risks: sovereign and country risks, industry risks, management factor, financial risk analysis.
Credit ratings: credit spreads, interest coverage ratio and its effect on industries classification, process of credit ratings.

SECTION – C
Options:
Principles of options, factors affecting option value, option pricing models: single stage and two stage binomial models, Black Scholes.
Strategies: bullish options strategies, bearish options strategies and neutral strategies, Collar spread.
Interest rate options: calls and puts, caps, floors and collar.

Swaps:
Interest rate swap: definition, structure of swaps, valuation of swap at outset.
Currency swap: definition, valuation of currency swap.

SECTION – D
Forwards and Futures: introduction, features, hedging with forward contracts, futures pricing models, difference between forwards and futures contracts.
Hedging with Futures: hedging concepts including long hedge & short hedge, the basis, risks in hedging. Minimum variance hedge ratio, price sensitivity hedge ratio and stock index futures hedging, Hedging strategies.
Credit Derivatives: Credit default swap and Total return swap.
Application of financial engineering tools.
Case studies on financial engineering practices.

Suggested Readings:
4. Don Chance: An introduction to Derivatives and Risk Management Cengage Press, Delhi
Objectives: Liberalized economy has generated many opportunities of combining businesses to create wealth. The fundamental aim of the course is to equip participants for taking advantage of the current scenario. Emphasis of the course will be on understanding how mergers, acquisition and corporate restructuring is taking place.

SECTION – A


SECTION – B

Valuation: Meaning, Factors to be considered for Valuation, Types of values: Going concern Value, Liquidation Value and Market Value, Methods of Valuation: Asset based Valuation method, Earning based valuation, Market based valuation, Book value approach, Stock and Debt approach, Direct Comparison Approach and Discounted Cash flow method of valuation.

Cross Border Acquisition: Meaning, Need, Benefits of Cross Border Acquisition and Difficulties in Cross Border Acquisition

Post Merger Issues: Tools for Integration, Strategies for Post Merger Success, Post merger growth strategies, Human aspects in mergers and acquisition, Failures in Post-merger Integration and Successful Post-merger Integration.

SECTION – C

Corporate Restructuring: Meaning, Conceptual framework, McKinsey 7S Model, Reasons for restructuring, Barriers to corporate restructuring, Key Elements, Types of corporate restructuring: Financial, Portfolio and Organisational Restructuring, Hardware and Software Restructuring, Strategic Options in restructuring, Implications of corporate restructuring for investors, customers, management, employees and others.

Restructuring through Joint Ventures: Meaning, Characteristics, Objective, Rationales, Reasons for failure of Joint Venture


SECTION – D

Due Diligence: Concept, Need, Transaction requiring Due-diligence, Process, Types: Financial, Legal, Operational, Intellectual, IT and Human resource Due Diligence, Due diligence and M&A failure.

Strategic Alliances: Types, Reasons, Implications of Strategic Alliance, Strategic Management of Alliances.

Divestitures: Meaning, Types, Reasons for Divestiture, Benefits of Divestiture

Mergers, acquisitions and corporate restructuring.

Case studies on business restructuring.

Suggested Readings:
1. Aurora, Shetty and Kale, Mergers and Acquisition, Oxford University Press.
2. Weston, Chung and Hoag, Mergers, Restructuring and Corporate Control, PHI Learning
3. Krishnamurti and Vishwanath, Mergers, Acquisition and Corporate Restructuring, Sage
4. Vadapalli, Mergers, acquisition and Business Valuation, Excel Publication.
5. DePamphilis: Mergers, acquisitions and other restructuring activities, Elsevier Limited
Objective: The objective of this course is to provide participants exposure to various aspects of International HRM. It aims at providing a comprehensive overview of International Human Resource Management (IHRM) practices being used by practitioners in multinational enterprises.

SECTION – A

International HRM: Concept, Defining International HRM, Differences between domestic and international HRM, Variables moderating the difference between domestic and International HRM, Developments leading to global HRM, Issues in global organizations, Management of external environment, Relevance and importance of IHRM.

Sustaining International Business Operations: Approaches to staffing- ethnocentric, polycentric, geocentric, regiocentric, reasons and types of international assignments, role of expatriates, role of non expatriates.

Recruiting and selecting staff for international assignments: issues in staff selection, reasons for expatriate failure, factors moderating performance, selection criteria.

SECTION – B

Training and development: Role of expatriate training, effective pre-departure training programmes, effectiveness of pre departure training, developing staff through international assignments.

Compensation: Objectives of International compensation, Key components of international compensation programme, Approaches to international compensation.

Re-entry and Career Issues: Repatriation Process, Individual reactions to re-entry, Multinational responses, Designing repatriation programme.

SECTION – C

HRM in host country context: standardisation and adaptation of work practices, retaining, developing and retrenching staff.

Culture and IHRM: Concept of Culture, Cross Cultural Studies, Hofstede’s Model of National Culture.

Industrial Relations: Key issues in international Industrial relations, trade unions and international industrial relations, response of trade unions to multinationals.

Performance Management: Multinational performance management, performance management of international employees, Performance appraisal of international employees, Appraisal of HCNs.

SECTION – D

IHRM Trends and future challenges: International business ethics and HRM, research issues and theoretical developments in international HRM.

GHRM in Select Countries: America, Japan, China, Korea, Africa, Europe, India.

Cases on IHRM practices.

Suggested Readings:
Objective: The aim of this course is to provide valuable insight in managing change in such a way that knowledge and skills are transferred to build the organization’s capability to achieve goals and solve problems. It provides a critical assessment of the symptoms, mechanisms and dynamics of Organizational Development (OD) and evaluate the range of OD Interventions.

SECTION – A

Introduction to OD: Definitions of Organizational Development (OD), Growth and Relevance of OD.

History of OD: The Laboratory Training, Survey Research and Feedback, Action Research, Socio-technical and Socio-clinical Parallels, Second Generation OD.

Underlying Assumptions and Values: Assumptions about people as individuals, Assumptions about people in groups and about leadership, Assumptions about people in organizational systems, Assumptions that relate to values in the client organization, Values and belief system of behavioral scientist change agents.


SECTION – B

OD Interventions - An Overview: A definition of OD interventions, nature of OD interventions, the major families of OD interventions, classification schemata for OD interventions.

Team Interventions: Teams and Work Groups - Strategic Units of Organizations, Team Building Interventions, the Family Group Diagnostic Meeting, The Family Group Team-Building Meeting, Role Analysis Technique Intervention, Role Negotiation Technique, Responsibility Charting, the Force Field Analysis Technique, Gestalt Orientation to Team Building.


SECTION – C


SECTION – D

Organization Development: Job Design, Quality Circles, MBO and Appraisal, Work Restructuring, Quality of Work Life.

The Role and Style of the OD Practitioner: External and Internal Practitioner, Competencies of an OD Practitioner, OD Practitioner Styles, the OD Practitioner and his role in Intervention Process, Forming the practitioner-client relationship, Professional Values and Ethics for OD professionals, Ethical Guidelines and Dilemmas.

Special issues in undertaking OD interventions.

Suggested Readings:
5. D.R. Brown and D. Harvey: An Experiential Approach to OD, Pearson Education.
Objective: The objective of this course is to enhance the understanding of Indian corporate environment relating to legislative framework. Emphasis would be given to provisions and case laws of various acts.

SECTION -A
The Industrial Disputes Act, 1947: Industry, Workman, Industrial Dispute - methods and authorities for the settlement of industrial disputes, Strikes and Lockouts; Layoff and Retrenchment.
Employees Provident Fund & Miscellaneous Provisions Act, 1952 - schemes and authorities,

SECTION -B
The Trade Unions Act, 1926: Trade Union, Registration, of Trade Unions, Rights and Liabilities of registered trade unions. 
Payment of Wages Act, 1936 - deductions and authorities,
Minimum wages act, 1948 - fair wages, living wages, minimum wages, fixation of minimum rate of wages,

SECTION -C
The Workmen's Compensation Act, 1923: Workman, Employer's liability to pay compensation, Disablement, Amount of compensation.

SECTION -D
Standing Orders Act, 1948: Standing orders, Certification of draft standing orders, Duration and Modification of certified orders.
Case studies on applicability of labour laws.

Suggested Readings:
6. S.N. Dhayani: Industrial Relations System, Sultan Chand and Sons
**Objectives:** This course integrates concepts and current day practices to provide insight into Performance Management systems and models so as to understand and appreciate the intricacies of Reward Management.

**SECTION – A**

**Performance Management:** Definition, Disadvantages of poorly implemented Performance Management (PM) Systems, aims and role of PM Systems, Characteristics of ideal PM Systems.


**Performance Management Theatre:** Concept, pillars of Performance management theatre, Planning managee Performance and development, Monitoring managee performance and development, Annual stocktaking.

**SECTION – B**

**Planning Managee Performance and Development:** Setting objectives, Organisational and individual performance plans, Components of Managee performance and development plan, Setting Mutual Expectations and Performance Criteria

**Monitoring and Mentoring Managee Performance and Development:** Introduction, Supervision, Objectives and Principles of Monitoring, Monitoring process, Periodic Reviews, Problem solving, process and Principles of managee development, Role efficacy.

**SECTION – C**

**Annual Stocktaking:** Stock taking performance, stock taking discussions, Stocktaking potential, Tools for stocktaking potential (assessment centres, 360 degree feedback, managee career development window).

**Appraising for Recognition and Rewards:** Pros and cons of appraising, appraiser and appraisee concerns, common rating errors, Purposes for appraising, Methods of appraisal, Implementing the appraisal system.

**SECTION – D**

**Reward Management:** Foundations of reward management, Financial and Non-financial rewards, Factors affecting level of pay, Developing reward processes.

**Pay Structures:** Fixed vs variable pay, graded pay structures, Broadbanding, Developing pay structures.

**Pay systems:** Team based pay, Performance related pay, Short term incentives, Long term incentives, Executive compensation, International compensation, Benefits.

**Specific issues in performance management.**

**Suggested Readings:**

Objectives: This Module offers better and more practical understanding of Supply Chain Management, with a focus on developing SCM.

SECTION – A

Introduction to Supply Chain Management: Definition, Scope & Importance of Supply Chain Management, Key drivers Of the SCM, Features of Supply Chain Management, Supply Chain Network 1st Tier, 2nd Tier, Network decisions in SCM, Suppliers and Customers, Customer Service Dimension (Seven R’s Principles, Service after sale, Customer delight), Role of IT in SCM.

SECTION – B

Role of Logistics in Supply Chains: Definition of Logistics Management, Scope and role of Transportation, Traffic & transportation, Relationship between transportation and other business functions, Transport Economics: Distance volume-density, Freight Cost, Handling, Liability, Market factors, Third party logistics (3 PL) & fourth party logistics service provider (4 PL), Logistics equipment, Reverse Logistics, Government rule & regulations related to Logistics, Purchase Cycle, Make or Buy, Price analysis, Negotiations.

SECTION – C

Inventory Management: Inventory Control, Planning & Managing Inventories, Warehouse Management (Receipt, issue, storage and preservation, stock verification, In bound and out bound distribution operations), Order Management, Competitive advantage through logistics and supply chain management, Supply chain process integration, performance measurement, Value Chain.

Planning demand and supply: Planning & Sourcing in Supply Chain, Demand forecasting, Type and Time horizon of forecast and category of forecasting, aggregate planning.

SECTION – D


Case studies on SCM.

Suggested Readings:
4. RP Mohanty: Supply Chain Management-Theories and Practice, Biztantra.
5. Robert B. Handfield, Ernest L. Nicholas, Jr.: Introduction to Supply Chain Management, Pearson Education.
Objectives: The paper aims to make the students understand a systems view of operations and to understand the conversion of inputs into outputs with various technologies.

SECTION – A
Operations Management: Concepts and Functions.

SECTION – B
Facility Location: Importance, Factors in Location Analysis, Location Analysis Techniques.
Facility Layout: Objectives, Advantages, Basic Types of Layouts.
Production Planning & Control (PPC): Concepts, Objectives, Functions.

SECTION – C
Materials Management: Concepts and Objectives.
Introduction to modern Productivity techniques: Just in time, Kanban System, Total quality management & Six Sigma.
Functions Purchasing Management: Objectives, Functions, Methods, Procedure.

SECTION – D
Stores Management: Types of Stores, Functions, Coding Methods
Value Analysis: Concepts.
Inventory Management: Concepts, Classification, Objectives, Factors Affecting Inventory Control Policy, Inventory Costs, Basic EOQ Model, Re-order Level, ABC Analysis.
Maintenance Management: Concepts, Objectives, Functions, Types of Maintenance.

Suggested Readings:
1. N.G. Nair: Production & Operation Management, Tata McGraw Hill
2. Everett E. Adam & Ronald J. Ebert: Production & Operation Management, Prentice Hall India
6. Gaither: Operations Management, Thomas Learning
8. M.M. Verma: Materials Management, Sultan Chand and Sons
**Objective:** The objective of this course is to develop abilities to evaluate existing management practices so as to design and reengineer processes.

**SECTION – A**
Definition of reengineering, time for reengineering, why business process start to fail, explanation of change theory, reengineering mission and scope, reengineering cost, survival and growth strategies, rethinking business processes.

**SECTION – B**
The new world of work, the enabling role of information technology, perspectives on the customer, understanding markets, customer research within markets, service and specifications from the customer, insights from customer analysis.

**SECTION – C**
Understanding the influences in the background, perspectives on the background, dynamic nature of the industry, competitive intelligence: Bringing the background into focus, mapping the way work gets done, identifying areas for improvement.
Planning for change, refined mission and scope, design options and alternatives, mapping the new process, developing business policies, information channels and communications, feedback for continuous improvement, implementing system and structural changes.

**SECTION – D**
**Specific issues in application of BPR principles:** downsizing dilemma, maximizing the chances for reengineering success, resistance to change, the transition process, revitalizing the organization for long term durable change.

**Case studies on BPR.**

**Suggested Readings:**
Objectives: This course is designed to help participants understand the importance of managing Technology and innovation, leading to better appreciation of them being a source of competitive advantage.

SECTION – A
Technology Management: Understanding Technology and its Relationship with Wealth of Nations and Firms
Specific Knowledge; Technology Life Cycles, Technology Acquisition and Absorption; Technology Exports / Joint venture Abroad. Technological Intelligence and Forecasting, Global Trends in Technology Management.

SECTION – B
Change Management: Understanding the Nature, Importance, Forces, Types of Change; Diagnosing Organizational Capability to Change-strategy, Structure, Systems and People; Building Culture and Climate for Change: Role of Leadership; Managing Transformations.

SECTION – C
Innovations Management: Invention vs. Innovation; Innovation Strategies and Models; Concurrent Engineering.
Creative and Lateral Thinking Management: Thinking, Creative Thinking, Problem Solving, Managing Lateral Thinking.

SECTION – D
Technology management: Leveraging technology for growth.
Process innovations.

Case studies in technology management.

Suggested Readings:
Objective: Study of development economics has assumed greater significance due to uplifting of economic conditions by restructuring to acquire greater diversity, efficiency and equity in consonance with national priorities. The resurgence of marketism and greater focus on areas like education, health, sanitation, energy and environment, and infrastructure development are focus of study.

SECTION – A
Understanding Development: Living in a heterogeneous World - Islands of Prosperity and How the other Three Quarters Live. Dividing the World and Levels of Development (Development as an Evolving Concept i.e. Development, Growth and Change; Goulet’s Three Core Values of Development; Sen’s Conception of Development; Income/Output based Measures and Their Inadequacies; PQLI and HDI as Indicators of Development.

SECTION – B
Diverse Structure and Common Characteristics of Developing Nations: Size and Income Level (The Vicious Circle of Poverty and Low Level Equilibrium Trap), Historical Background (Colonialism and Dependence), Meaning of Dualism, its Characteristics and Forms, Resources and Technology (Quantum and Quality of Natural Resources, Physical Capital, and Technology); Values and Institutions.

SECTION – C
Theories of Development: David Ricardo; Karl Marx; Schumpeter and Rostow; Theory of Stage of Economic Growth.
Sustainable Development: Conceptualization, Concern, Indicators and Remedial Measures.

SECTION – D
Population Growth, Economic Development and Environment: The Historical Changes in World Population, Demographic Transition,
Economic Growth and Structural Change: Structural Changes in the Composition of Gross Domestic Product, Occupational Structure, Structure of Capital Accumulation; and Accumulation of Human Capital; Exploring the Relationship between Economic Development and Income Distribution

Suggested Readings:-
Objective: Array of fiscal institutions – tax systems, expenditure programmes, budgetary procedures, stabilization instruments, debt issues, levels of government etc. raise a spectrum of issues on management of public finances. The externalities, concern for adjustment in the distribution of income and wealth, etc. require processes for their solution in a manner which combines individual freedom and justice. The paper provides insights into management of public finance.

SECTION – A

SECTION – B
Non-Tax Revenues: Sources and Growth Prospects.

SECTION – C
Pattern of Public Expenditure in India and Recent Reforms in India.

SECTION – D

Suggested Readings:
6. Govt. of India, Ministry of Finance: Finance Commission Reports.
Objective: The objective of this course is to introduce participants to the importance of agricultural sector and to the issues associated with agricultural transformation, agricultural production and demand of and supply for agricultural commodities. The objective is to equip participants to analyze and critically assess issues, policies and programmes in these areas with particular emphasis on Indian agriculture.

SECTION - A
Agriculture and Economic Development: Nature and scope of agricultural and rural economics; Traditional agriculture and its modernization; Interdependence between agriculture and industry. Sources of rural credit in India

SECTION - B
Agricultural Production and Productivity: Resource use and efficiency; Production function analysis in agriculture; Factor combination and resource substitution, Farm size and productivity.
Agricultural Growth in India: Inter-regional variations in growth of output and productivity; Cropping pattern shifts.
Technical change, labour absorption in Agriculture.

SECTION - C
Agricultural Marketing and Pricing: Marketing and state policy; Agricultural markets; Marketing channels, Price spread , Behavior of agricultural prices - Terms of trade between agricultural and non-agricultural prices.
State intervention: Objectives of agricultural price policy.

SECTION - D
Strategies of agricultural development: Sustainable agriculture and Food Security. Supply of inputs - Pricing of inputs and role of subsidies: Distribution of gains from technological change; Role of Public investment and capital formation in Indian agriculture.
Agriculture and External Sector: International trade in agricultural commodities; Commodity agreements; Globalization of Indian economy and problems and prospects of Indian agriculture; Impact of World Trade Organization on Indian agriculture.

Suggested Readings:
Objectives: This paper would enable the students to know about the theories of welfare economics, environment and economy. Issues relating to environmental problems, policies and protection and pollution control also find a special place in the syllabus.

SECTION – A
Sustainable Development: Definition, Concept and theories; Weak vs. Strong Sustainability Criteria.

SECTION – B

SECTION – C

SECTION – D
Environmental Laws in India: Functions of Ministry of Environment and Forest and Pollution Control Boards.

Suggested Readings:
Objective: The objective of this course is to create in-depth understanding of various corporate strategies, their formulation, implementation and process of change in strategies. Further the course will enable participants to appraise various strategies issues.

SECTION – A
Introduction: Conceptual framework of strategic management, Strategic formation process, Approaches to strategies decision making, Pitfalls, Techniques for improvement, Mission.
Objectives and Goals: Significance, Characteristics and formation of Missions, Objectives and Goals, Porter’s five force model and strategies groups, Competitive advantage, Distinctive Competencies.
Organizational Analysis through Internal Scanning: Value chain analysis, Organization structure and culture, Various strategies issues.

SECTION – B

SECTION – C
Building and Restructuring Business: Start up route, Acquisition, Joint venture, Merger, Takeover, Restructuring, Retrenchment, Divestment, Harvest, Liquidation, Turnaround strategy.
Implementation of Strategy: Designing of structure, Designing of effective control system, ISO 9000, Strategic system, Strategic change process.

SECTION – D
Strategic Evaluation and Control: Techniques of strategic evaluation and control, Strategic issues in technology management.
Strategic Management of non-profit organization and Entrepreneurial ventures.

Suggested Readings:
Objectives: The subject would enable the participants to understand the parameters of accountability, control and reporting system by the corporate board. Participants will have an insight into the interactive relationship among various corporate and related constituents in determining directions and performance of business organisations.

SECTION – A
Corporate Governance: Introduction and Overview.
Corporate Board: Attributes, Duties, Responsibilities, Liabilities, Shaping Directorial Competence and Board Effectiveness, Financial Institutions and Nominee Directors.

SECTION – B
Corporate Governance and Security: Corporate Disclosure and Investor Protection, Corporate Restructuring and Revival of Sick Units, Corporate Reputation, Corporate Legitimacy and Corporate Crime.

SECTION – C
Culture: An introduction, organization culture - Building and maintaining, Managing cultural diversity in organization, Indian culture characteristics.

SECTION – D
General Issues regarding Corporate Governance: Takeover Codes, Corporate Board Committees, Globalisation and Corporate Governance, Emerging Trends in Corporate Governance.

Suggested Readings:
2. C.V. Baxi: Corporate Governance, Excel books.
4. Dr. S. Singh: Corporate Governance, Excel books.
5. Swami (Dr.) Parthasarathy: Corporate Governance, biz tantra.
7. Jill Solomon: Corporate Governance & Accountability, Wiley India.
10. Subhash Chandra Das: Corporate Governance in India, Prentice Hall India.
Objectives: The prime focus of this workshop is on developing entrepreneurship skills in participants by sensitizing them of the competencies required and institutional framework promoting entrepreneurial spirit in India. The course also aims at giving insights into the Management of Small and Family Businesses.

SECTION – A

SECTION – B
Identification and Product Selection: Entrepreneurial Opportunity Search and Identification, Criteria to Select a Product, Conducting Feasibility Studies, Project Finalization, Sources of Information.

SECTION – C
Small Enterprises and Enterprise Launching Formalities: Definition of Small Scale, Rationale, Objective, Scope, Role of SME in Economic Development of India, SME Registration, NOC from Pollution Board, Machinery and Equipment Selection. Preparing Project Report, Project Planning and Scheduling.

SECTION – D

Suggested Readings:
Objective: To understand the basic concepts of operations research and its usage for business managers. The paper also deals with understanding Total Quality Management concept and principles and the various tools available to achieve Total Quality Management and to create awareness about the ISO and QS certification process and its need for the industries.

SECTION – A
Operations Research: Introduction to OR - Definition, Characteristics, Scope and Necessity of OR Models- Principles and Types.
Decision making: Decision making environment, Decision making under certainty, Decision making under uncertainty, Decision making under risk, Decision Tree Analysis.
Modelling with Linear Programming: Two variable LP Model, Graphical LP solution, Simplex Method and Duality.

SECTION – B
Network Models: Scope and Definition of Network Models, PERT, CPM, Phases of a Project, Network Arrow Diagrams, Slack, Critical Path, Float, Crashing the Network.

SECTION – C
Quality Gurus and their contributions.

SECTION – D

Suggested Readings:
Objective: This course is intended to acquaint students with important aspects of international economics, to familiarize them with trends in world economy. Focus is on set of guidelines, procedures and instructions in matters related to the import and export of goods and services in India.

SECTION – A


SECTION – B

Global trade and its growth: India’s position in world trade, India’s recent trade policy: objectives and features; balance of trade & balance of payments; exchange control, exchange rate and its fixation; current and capital account convertibility and its impact on foreign trade, deemed exports. EOU/SEZ; export houses, trading houses, export incentives including fiscal incentives. Export promotional institutional set up; foreign direct investment in India, foreign collaborations; Indian joint ventures abroad; counter trade arrangements; projects and consultancy exports.

SECTION – C

Export Documents: aligned documentation system: meaning, rationale, various documents; methods of payment: advance payment, open account, consignment sales, documents against acceptance (D/A), documents against payment (D/P), letter of credit; pre shipment credit: meaning, procedure, rates, documents needed; post shipment credit: meaning, procedure, types and documents needed.

SECTION – D


References
Objective: The course aims at familiarizing the participants with the economic aspects of workforce as well as significance and impact of labour policy. Participants are expected to better appreciate industrial relation scenario in India with special reference to the industrial conflict and their resolution.

SECTION – A

Labour Markets: Nature and characteristics of Labour Markets in developing countries like India, Demand for labour in relations to size and pattern of investment, Supply of Labour in relation to growth of Labour Force.
Labour Market policies, Mobility of labour, methods of recruitment and placement; employment service organization in India

SECTION – B

Discrimination in Labour Markets: Theory of Wage Differentials
Productivity and wage relationship;
National Wage Policy; Wages and Wage Boards in India; Bonus System and Profit Sharing.

SECTION – C

Migration & Absenteeism: Approaches to Labour Migration, Effects of Migration, Absenteeism of Industrial Labour in India, Causes, Effects and Remedies of Absenteeism, Labour Turnover Causes of Low Labour Turnover in India, Remedies to improve the Labour Turnover.
Labour Market Reforms:- Measures, Imparting and Flexibility in Labour Markets Exit Policy, Need of Safety Nets, Second National Commission on Labour, Globalization and Labour Market

SECTION – D

Governance and Structure of Indian Labour Market: State and Social Security of Labour Concept of Social Security and its evolution; Social Assistance and Social Insurance- Labour Welfare in India; Special Problems of Labour; Child Labour; Female Labour; National Commission on Labour, ILO, Establishment of ILO, Aims and objectives of ILO, Impact of ILO on India.
Industrial relations and rationalization, modernization and automation labour policy specially in the context of terms and conditions of employment, industrial relations and wages policy

References
2. Lester R A Economics of labour, Macmillan, New York
Objectives: This course provides an introduction to risk management and the issues involved in identifying, measuring, computing and managing various risks.

SECTION – A
Introduction of Risk: Risk vs Return for investors and companies, Risk identification, Systematic and unsystematic risk, Key risks – interest rate risk, market risk, currency risk, credit risk, liquidity risk, legal and operational risk.

Measurement of Risk.
Risk Management and Control: Meaning, objectives, Risk Control.

SECTION – B
Arbitrage through options and forwards.
Currency Options: Meaning, significance, players in currency option market, short and long currency options, Hedging, valuation.

SECTION – C
Interest rate markets: Type of rates, Zero rates, Bond pricing, Determining Zero rates, Forward rules, Forward Rate Agreements (FRA), Treasury bond & Treasury note futures, Interest rate derivatives (Black model).


SECTION – D
Credit risk: Meaning, non-performing assets. Credit rating, recovery rates, credit default swap, securitization. Historical default experience, Reducing exposure to Credit Risk, Credit Spread Options, Collateralized Debt Obligation.

Value at Risk (VaR) – Meaning, measures and significance, difference between VaR and expected shortfall, Credit VaR.

Suggested Readings:
1. John C. Hull: Options Futures & Other Derivatives, Pearson Education.
2. Vohra and Bagri: Options & Futures, Tata McGraw Hill.
Objectives: The course aims at imparting the knowledge about industrial marketing and also to orient students to the realities of rural marketing in India. It would enable the learners to understand application of marketing strategies in industrial and rural markets.

SECTION – A


SECTION – B


SECTION – C


SECTION – D


Suggested Readings:
2. Francis Cherunilam: Industrial Marketing Text and Cases, Himalaya Publishing House
**Objectives:** Participants are expected to appreciate importance of integrated marketing communications as used in various organizations. Purpose is to equip participants to develop a basic integrated marketing communications plan for target markets and use of the marketing communications mix.

**SECTION – A**

**Role of IMC in marketing process.** IMC planning model, Marketing and promotion process model. Communication process, steps involved in developing IMC programme, Effectiveness of marketing communications. Advertising: Purpose, Role, Functions, Types, Advertising Vs Marketing mix, Advertising appeal at various stages of PLC. Advertising objectives and Budgeting: Goal setting - DAGMAR approach.

**SECTION – B**

**Media planning:** Developing Media plan, Problems encountered, Media Evaluation-Print, Broadcast media, Support media in advertising, Media strategy: Creativity, Elements of creative strategies and its implementation, Importance of Headline and body copy. Direct Marketing: Features, Functions, Growth, Advantages/Disadvantages, And Direct Marketing Strategies.

**SECTION – C**

**Promotion:** Meaning, Importance, tools used, conventional/unconventional, drawbacks, push pull strategies Public Relation/ Publicity:- Meaning, Objectives, tools of public relations, Public relation strategies, Goals of publicity, Corporate Advertising - Role, Types, Limitations, PR Vs Publicity. Monitoring, Evaluation and control: Measurement in advertising, various methods used for evaluation, Pre-testing, Post testing.

**SECTION – D**

**International Marketing Communications:** Global environment, Decision areas; Internet advertising: Meaning, Components, Advantages and Limitations, Industrial advertising: B 2 B Communication, Special issues in Industrial selling.

**Event Management:** Introduction Purpose of organizing an Event, Key elements of Events, Concepts of promotion and pricing in events. Ethics and social responsibility in IMC campaigns. Evaluating Marketing Communication Programs

**Suggested Readings:**
6. Clow, Baack: Integrated Advertising, Promotion, and Marketing Communications, Pearson Education
Objective: The objective of this course is to acquaint the students with the opportunities and challenges of financial management in open economies. It is designed to develop basic understanding of financial management, investment decision making and hedging strategies at a multinational level.

SECTION – A
Financial management and Globalization: Opportunities, Emerging challenges and Recent changes in global financial market, Sources of capital for MNCs, Difference between Cost of capital for MNCs and Domestic Firms.
International Monetary System: Gold Standard, Bretton Wood System, Current Exchange Rate Regime, Optimal Exchange Rate Regime, Role of International Monetary Fund, International Liquidity and International Reserves, Special Drawing Rights.
Balance of Payment: meaning, components, deficit and surplus in BOP.
Structure of Indian Foreign Exchange Market, Trading Platform in India, Foreign Exchange Derivatives.

SECTION – B
Exchange Rates: Meaning and Determination of Exchange Rates (ER), Balance of payment Theory, Purchasing Power Parity Theory: Absolute Form, Relative Form and Expectation Form, Real Exchange Rate, Nominal and Real Effective Exchange Rates, Interest Rate Parity Theory, Forward Rate Parity Theory, Fisher Effect, Monetary Model, Asset Market Model.
Forecasting of exchange rates.
Foreign Exchange Exposure: Meaning, Difference between Foreign Exchange Exposure and Foreign Exchange Risk, Types of Exposure.

SECTION – C
Management of Transaction Exposure: Hedging with forwards and futures, money market hedge, hedging with swaps, hedging with options, Netting and Offsetting, Currency of Invoicing, Leading and Lagging.
Management of Operating Exposure: Operating Exposure and Real Exchange Rate, Determinants of Operating Exposure, Effect of real Appreciation on Exporter as well as on importer.
Management of Accounting Exposure: Monetary and Non-monetary method, Temporal Method.

SECTION – D
Management of Interest Rate Exposure: Objectives of Firm for Exposure, Forward Rate Agreement, Call and Put Option on Interest Rate, Interest Rate CAPS, FLOORS and COLLARS, Interest Rate Derivatives in India.
Foreign Direct Investment: Meaning, Horizontal and Vertical FDI, Trends in FDI, Key Drivers of FDI flow, Economic advantages and Disadvantages of FDI in India.

Suggested Readings:
Objective: The objective of the course is to acquaint the students with the various Financial Services and Techniques to manage them.

SECTION – A


SECTION – B

Depository Services: Introduction to Depository Services, Depository Participants in India, Role of NSDL and CDSL, Difference Between NSDL and Bank.

Products and Services offered by Depository Participants, Process of Dematerialisation, Difference Between Physical and Electronic Holding of Securities.

Broking: Broking Services and Trading in Equity Broking and Trading in Debt.

Mutual Funds: Concept of Mutual Funds, Types of Mutual Funds, Advantages, Structure of Mutual Funds and tax treatment, SEBI and Mutual Funds Regulations.

Insurance Services: Introduction, Types of Insurance, Life Products, Non-Life Products.

SECTION – C

Debt Securitisation and Corporate Advisory Services: Introduction, Securitisation as a funding Mechanism, Securitisation of Mortgaged and Non- Mortgaged Assets Issue Management;

Credit Rating: Meaning of Credit Rating, Process of Credit Rating, and Factors affecting Rating, Types of Rating, Advantages and Disadvantages of Credit Rating, Methodology of Credit Rating.

Credit Rating Agency Regulation Act 1974, Credit Rating in India.


SECTION – D

Leasing: Definition, Types of Leases, Advantages, Disadvantages, Leasing and Commercial Banking Sector, Risk in Leasing, Lease Proposal Analysis, Comparison Between Lease and Hire Purchase, Legal and Taxation Aspects of leasing, Lease Accounting and Reporting.


Credit Cards, Types, Settlement Process Mechanism.

Factoring: Meaning, Forms, Functions, Legal Aspects and Evaluation.

Suggested Readings:
7. Satish K. Matta: Management of Financial Institutions and Services, Vrinda Publications
Objectives: The Management of employees, both individually and collectively, remains a central feature of organizational life. This course is an attempt to understand the conceptual and operational aspects of employee relations at the macro and micro levels.

SECTION – A
Overview of Industrial Relations: Concept, Nature and Objectives of IR, Evolution of IR in India, Theories of IR, Systems approach to IR.
Trade Unionism: Concept of Trade Unions, Functions of Trade Unions, Approaches, Structures of Trade Unions.

SECTION – B
Grievance Handling: Grievance, Causes/Sources of Grievances, Grievance Redressal Machinery, Legislative Aspects of the Grievance Redressal Procedure in India, Domestic enquiry.
Industrial Relations and emerging scenario: Industrial Relations and technological change.
International Labour Organisation (ILO): Objectives and Structure, Future of Industrial Relations.
Psychological Aspects of Labour Relations: Introduction, group dynamics formal & informal communication.
Union Management Relations: Sources of conflicts, How to resolve conflicts in organizations.

SECTION – C
State and Labour - Theoretical aspects, framework, labour policy, industrial relations and wage policy.
Labour policy and growth of legislative framework in India, labour administrative framework, government as an employer, New economic policy and labour, social clause and WTO.
Labour administration - agencies for administrating labour welfare laws in India

SECTION – D
Labour Welfare - The concept, definition, scope and objectives, classification of welfare work, welfare work for various categories, welfare work by trade unions, voluntary social organizations.
Accident Prevention: Introduction, Scope, causes of accidents, Industrial safety programmes.
Industrial relation scenario in India.

Suggested Readings:
2. S.N. Mishra: Labour & Industrial Law, Central Law Publications
Objective: The objective of the course is to provide the participants with the necessary skills and understanding of the training and development concepts that will help them in designing and delivering better training for employees.

SECTION – A
Introduction to Training and Development- Definition, Objectives, Benefits, Role and Responsibility of Training, Forces influencing working and learning.
Training Needs Assessment- Concept, Process of Training Needs Assessment, Levels of Training Needs Analysis- Organisational Analysis, Task Analysis, Person Analysis; Significance of Training Needs Analysis
Learning- Concept, Principles of Learning, Kolb's Learning Cycle, Conditions for Transfer of Learning.

SECTION – B
Training Design- Defining objectives of Training, Make vs. Buy Decision, Selecting the Trainer, Preparing Lesson Plans, Selecting Training Methods and Media, Preparing Training Materials, Scheduling the Training Programme, Factors influencing Transfer of Training.
Training Methods- Classification of Training Methods - On-the job training, Classroom methods and Self-paced method - Job instruction, Job rotation, Coaching, Mentoring, Lectures, Conference, Audio Visual (Static and Dynamic Media), Assessment Centres, In-basket Exercises, Case study, Role-Playing, Discussion Method, Fish Bowl Exercise, Management Games, Simulation, T-Group Method, Computer based training, E-Learning.

SECTION – C
Training Evaluation- Need for evaluation, Models for Training Evaluation (with special focus on Kirkpatrick Model and Phillip's Five Level ROI Framework), Types of Evaluation Instruments.
Management Development- Management Development Implications, Management Characteristics, Training for Executive Level Management, Succession Planning.
Trainer's Skills and Styles- Training Delivery Competencies, Dimensions of Trainer Credibility, Rapport Building with Trainees’ Trainer' Role, Trainer's Style, Skills of a Trainer.

SECTION – D
Use of Role-Playing, Discussion Method, Management Games, Simulation, Computer based training for employees.
Case studies on training and development.

Suggested Books:
2. Irwin L Golstein and J Kevin Ford, Training in Organisations, Cengage
4. Werner and Desimone, Human Resource Development, Cengage
Objectives: The subject aims at providing a comprehensive overview of applications of Enterprise Resource Planning for business managers, and analyse the future prospects of ERP implementation in Indian scenario.

SECTION – A


SECTION – B

Issues, Concerns and Purchasing: Disadvantages of ERP Solutions, Users, Developers, Customers of ERP, Purchasing or Outsourcing, Planning, Purchasing and Selection of ERP, Managing implementation partners, ERP strategy options and risk mitigation.

SECTION – C

Implementation of ERP: Implementation plan of ERP, Methods and tools, Business process mapping, Gap analysis, risks and dependencies, Project timeline plan, Project organization plan, Structure and coding, Data migration and historical record, Prototype testing, User training program, Knowledge management, Disaster recovery plan, RDBMS, Data communication system, Hardware requirements, Sample system architecture.

SECTION – D

ERP Implementation: Introduction to ERP Project success and failure with case studies, Continuous business improvement through ERP.

Suggested Readings:
Objectives: This course aims at providing the understanding of concepts, techniques and attitude required for effective management of productivity in modern organizations.

SECTION – A
Introduction: The concept of productivity, Needs for productivity culture, Management and productivity, Factors affecting productivity, Efforts in productivity management, Organizational effectiveness and productivity.
Sources of productivity: Labor, capital, efficiency in use of labor and capital, productivity and standard of living.

SECTION – B
Measurement of Productivity: Productivity cycle, Productivity measurement and its need, Total productivity mode, Limitations of partial measures of productivity, Productivity evaluation in organizations, Productivity and industrial relations.
Productivity and business cycles: Cyclical pattern of labor productivity, market impact on productivity.

SECTION – C
Productivity and Planning: Productivity planning and improvement concepts, Strategies for productivity, International productivity management and experience, Indian experience in productivity.
Productivity and price trends: Factors influencing relative price, relationship of price and output.

SECTION – D
Productivity differences among countries: International differences in labor productivity, role of central planning errors and business cycles on productivity.

Suggested Readings:
3. Chandra: Dynamics of Productivity, South Publisher.
5. Prokopenko: Productivity Management, Oxford & IBH.
Objectives: The importance of education and health in improving well being is reflected in their inclusion among the Millennium Development Goals adopted by the United Nations member states, which include among other goals, achieving universal primary education, reducing child mortality, improving maternal health and combating diseases. This course provides a microeconomic framework to analyse, among other things, individual choice, government intervention and aspects of inequity and discrimination.

SECTION – A
Introduction to Economics of Education: Definition and scope of Economics of Education. Education as Consumption and Investment goods; Human capital: the concept; Components of Human capital; Historical developments in the human capital theory; Human Capital vs. Physical Capital; Human capital and human development.

SECTION – B

Educational Planning and Financing: Approaches to educational planning. Economics of Educational Planning in Developing Countries with special reference to India. Educational Planning and the problem of educated unemployment and brain drain.

Financing of education in India: Equity and Efficiency Effects of financing education in India. Implications of GATS on Indian Education and financing.

SECTION – C
Introduction to Economics of Health: Definition and scope of Economics of Health; The concept of health and health care; Health as Consumption and an Investment goods; The role of health in economic development; Comparison of Education and Health; Health as human capital; Determinants of Health-Poverty, Malnutrition; Economic Dimensions of Health Care – Demand and Supply of Health Care. Health Status Indicators and measurement.

SECTION – D
Financing and Institutional Issues in Health Care: Resource Mobilisation and Utilisation of health care in India; Pricing and subsidies to Health sector; Equity and Efficiency Effects of health care financing; Health Care and Resource Constraints; Inequalities in Health and health care in India; Institutional Issues in Health Care Delivery. Global burden of disease-Inequalities in health class and gender perspectives; Health Policy in India. Implications of GATS for Health Sector and financing.

Suggested Readings:
Objective: The main purpose of this paper is to introduce a course on infrastructure, as it would help the students to understand the strength of infrastructure - physical and social in the process of economic development.

SECTION – A
INTRODUCTION TO INFRASTRUCTURE Infrastructure and economic development- infrastructure as a public good; social and physical infrastructure - characteristics of public utilities - the case of nationalization - the peak load, off - load problem - Dual pricing controversy -marginal cost pricing vs. other methods of pricing in public utilities - Cross subsidization - free prices, equity and efficiency.

SECTION – B
TRANSPORT ECONOMICS The structure of transport cost and location of economic activity - cost function in the transport sector - pricing principles - demand for transport, special problems of individual modes of transport - inter modal coordination - government intervention in transport sector - Ports and Maritime Economics.

SECTION – C
INFORMATION AND COMMUNICATION TECHNOLOGY Telephone service - and its coverage - telecommunication: network, telephone traffic and pricing - principles of decreasing costs in telephone industry - postal service characteristics and its coverage - criteria for fixation of postal rate - measurement of standards of service in telephone and postal utilities-trends and growth in courier, mobile and cellular services in India. Computer-internet connectivity and services - technology and communication policy in India.

SECTION – D
SOCIAL AND TOURISM INFRASTRUCTURE The concept of social infrastructure - financing and organization of the social services - private and public sector financing - pricing of social services and development of social services in Indian plans-tourism and economic development - role of state in promoting tourism - tourism planning - infrastructural requirements for marketing tourism.

Suggested Books:
2. Kneafsey J.T: Transportation - Economic Analysis (Lex ington, Torouts)
3. NCAER: India Infrastructure Report: Policy Implications for Growth and Development (NCAER, New Delhi)