

Analysis of salt in india



**ASSIGN
BUSTER**

Syllabus of Second Year (Semester III/IV), MBA (Master of Business Administration) Course Code : MBT601-1 Course : Integrated

Marketing Communication L: 3 Hrs. , T : 1 Hr. , Per Week Total Credits: 7

Objectives: The objective of this course is to provide the students with knowhow about Marketing Communication, Integration concepts, Media planning and buying concepts. Learning this course would equip the students in building their career in advertising and media planning. Unit I: Introduction to Marketing Communication Concept; Functional areas of Marketing Communications; How does marketing communication work.

Concept of brand-customer touch points. Unit II: Concept of Integrated Marketing Communication planning process-identifying target audience, analyzing SWOT, determining marketing communication objectives, developing strategies and tactics, setting the budget and evaluating effectiveness. Concept of internal marketing. Unit III: Creative Concept and Messages; the message strategy brief, the creative process, Unit IV: Message Execution; Message storytelling, tone and style, copy writing, message consistency, the consistency triangle. Unit V :

Media planning, media classification, media strengths and weaknesses, Audience management and measurement, out of home media, product placement. Unit VI: Media targeting, media profiles, CDI-BDI Determination, calculating reach and frequency, GRP and TRP concept and calculation, IMC media mix, calculating media cost, media scheduling. Text Book: 1. Principles of Advertising and IMC: Duncan, Tom. - McGraw Hill. Reference Books: 1. Integrated Marketing Communications: Pickton, D. and Broderick, A. - Prentice Hall. 2. Using advertising and promotion to build brands: Blyth,

J. -Pearson 3. Advertising management by Jethwaney: Pub by Oxford. . Building the Indian Brand: Kapoor, MacMillan Syllabus of Second Year (Semester III/IV), MBA (Master of Business Administration) Course Code : MBT601-2 Course : Brand Management L: 3 Hrs. , T: 1 Hrs. , P: 0 Hrs. , Per week Total Credits : 7 Objectives: The objective of this course is to teach students the broad topic of brand equity and brand management. Learning this course would help them to understand the key issues in planning and evaluating brand strategies. The course covers theories, models and other tools which are used to make better branding decisions. Unit I:

Brands and Brand Management: What is a Brand? Why do Brands Matter? Can anything be branded? What are the strongest Brands? Branding challenges and opportunities, Brand equity concept, Strategic Brand Management Process The Customer Based Brand equity: Brand Knowledge; Building a Strong Brand, Brand-Building Implications. Unit II: Brand Positioning: Identifying and Establishing Brand Positioning, Positioning Guidelines, Defining and Establishing Brand Values, Internal Branding. Choosing Brand Elements to Build Brand Equity: Criteria for Choosing the Brand Elements, Options and Tactics for Brand Elements.

Unit III: Designing Marketing Programs to Build Brand Equity: New Perspective on Marketing, Product Strategy, Pricing Strategy, Channel Strategy. Leveraging Secondary Brand Knowledge to Build Brand Equity: Conceptualizing the Leveraging Process, Company, Country of Origin and other Geographic Areas, Channels of Distribution, Co- branding, Licensing, Celebrity endorsement, Sporting, Cultural, or Others Events, Third Party Sources. Unit IV: Developing a Brand Equity Measurement and Management

System: The Brand Value Chain, Designing Brand Tracking Studies, Establishing a Brand Equity Management System.

Measuring Sources of Brand Equity: Qualitative Research Techniques, Quantitative Research Techniques; Measuring Outcomes of Brands Equity: Capturing Market Performance, Comparative Methods, Holistic Methods. Unit V: Designing and Implementing Branding Strategies: The Brand-Product Matrix, Brand Hierarchy, Designing a Branding Strategy. Introducing and Naming New Products and Brand Extensions: New Products and Brand Extensions, Advantages of Extensions, Disadvantages of Brand Extensions, Understanding How Consumers Evaluate Brand Extensions, Evaluating Brand Extension Opportunities.

Unit VI: Managing Brands over Time: Reinforcing Brands, Revitalizing Brands, Adjustments to the Brand Portfolio. Managing Brands over Geographic Boundaries and Market Segments: Rationale for Going International, Advantages of Global Marketing Programs, Disadvantages of Global Marketing Programs, Standardization versus Customization, Global Brand Strategy, Building Global Customer – Based Brand Equity Text Book: 1. Strategic Brand Management: Building, Measuring, and Managing Brand Equity, Kevin L. Keller, Pearson Education.

Reference Books: 1. Brand Positioning: Strategies for competitive Advantage: Sengupta, Tata McGraw-Hill. 2. Strategic Brand Management by Richard Elliot: Larry Percy, Oxford University Press, India. 3. Managing Brand Equity by Aaker D: Free Press. 4. The New Strategic Brand Management: Jean-Noel Kapferer, Kogan Page. Syllabus of Second Year (Semester III/IV), MBA (Master

of Business Administration) Course Code : MBT601-3 Course : Retail Management L: 3 Hrs. , T : 1 Hr. , Per Week Total Credits: 7 Objectives:

The subject is designed to understand the Retailing of Products and Services, the role of Retail in Economy and the various issues related to Retail like Infrastructure, Merchandising, Store Operations, etc. Unit I: Introduction: Retail in India, Size of Retail in India, Key Sectors, FDI in Retail, Challenges to Retail Development, Evaluation of Retail formats, Theories of Retail Development, Concept of Life Cycle in Retail, Business Models in Retail, Services Retail, India Specific Retail Models, Concept of Internationalization, Determining Market Entry, Retail in Asia.

Unit II: Strategy & Planning: The need for Studying consumer behavior, Factors influencing the retail shopper, Customer Decision Making process, market Research, Retail Strategy, Concept of Business Model, Growth Strategy, Retail Value Chain, Ethics in Retailing, Types of Retail Locations, Steps in choosing location, Methods of evaluating trade area, Retail Franchising, Types of franchising, Advantages & Disadvantages of Franchising, Franchising in India, Legal Issues. Unit III:

Merchandise Management: Factors affecting Buying decisions, The merchandiser's role and responsibility, Buyer role and responsibility, Function of buying for different types of organizations, Buying for a single / independent store, Concept of lifestyle merchandising, Implications of Merchandise planning, Process of Merchandise planning, Technology tools for merchandise planning, Methods of Procurement, Sourcing, Age of Global Sourcing, Retailing pricing & evaluating Merchandise performance.

Unit IV: Managing Retail: Private Labels, Need and Evolution of Private Labels, Process of Creation, Category Management, Reasons for Emergence of Category Management, Components of Category Management, Category Management Business Process, Drawbacks of Category Management, Store Operations & Profitability, Key components in Retail Operations, Retail Economics, The 5Ss of Retail Operations.

Unit V: Creating and Sustaining Value: Store Design & Visual Merchandising, Concept & Principles of Store Design, Elements of Store Design, Visual Merchandising, Servicing the Retail Customer Measuring gaps in service Gathering Customer Information & Enhancing Loyalty CRM, Personal Selling, Retail Selling process. Unit VI:

Marketing & Technology: Retail marketing & Branding, Retail Marketing Mix, The STP approach, Retail Image, Retail Communication Mix, Concept of Branding, Retail Management Information Systems, Unique Needs of Technology in Retail, Need for Product identification, Importance of IT in retailing, Factors affecting use of technology, Applications of Technology, Internet Retailing, Supply Chain Management, Concept, Need & Evolution, SCM Framework, Integration of SC, Innovations in Supply Chain, Collaborative Planning Forecasting & Replenishment (CPFR).

Text Book: 1. Retail Management, 3rd Edition: Swapna Pradhan, McGraw Hills Publications, Reference Books: 1. Managing Retailing: Sinha Uniyal, Oxford Publications 2. Retail Management: A Global Perspective, - Singh, Dr. Harjit, S. Chand Publications Syllabus of Second Year (Semester III/IV), MBA (Master of Business Administration) Course Code : MBT601-4 Course : Sales and

Distribution Management L: 3 Hrs. , T : 1 Hr. , Per WeekTotal Credits: 7

Objectives:

The objective of the course is to familiarize the student with the sales operations and sales management functions and distribution management. Endeavor is to provide both theoretical inputs and applications of practical aspects. Unit I: Introduction to sales management, building selling skills and selling strategies, understanding the sales process. Unit II: Purpose, Setting up a sales organization, Basic types of sales organization. Managing sales territory, Managing sales quota Unit III:

Recruiting and selecting sales personnel, determining the kind of salespeople, determining size of the sales force; Training salespeople: Developing and conducting sales training programmes, Defining training objectives, deciding training content, selecting training method. Unit III: Designing and administering compensation plans, Types of compensation plans and requirements of a good compensation plan; Motivating salespeople: Meaning, Need gratification and motivation, Interdependence and motivation, Motivation and leadership. Unit IV:

Supervising and evaluating salespeople-Setting standards of performance, Quantitative and qualitative performance criteria, Controlling salespeople through supervision. Unit V: Introduction to channel management. Distribution channel strategies. Designing Customer Oriented Marketing Channels. Unit VI: Managing Channel member behavior: Channel relationships, control, positioning and conflict. Managing International Channels of Distribution. Text Book: 1. Sales & Distribution Management: by Tapan Panda –publisher, Oxford Publication. Reference Books: 1.

Sales Management: Chunawalls, S A, Himalaya Publishing House 2. Sales Management: Pradip Kumar Mallik, Oxford Publication 3. Physical Distribution Management: Kulkarni, M V, Everest Publishing House 4. Marketing Management: V S Ramaswami & S Namkumari, Macmillan India Ltd 5. Sales & Distribution Management: by Krishna K Harvadkar -publisher: McGraw Hill.

Syllabus of Second Year (Semester III/IV), MBA (Master of Business Administration) Course Code : MBT601-5 Course : Services Marketing L: 3 Hrs. , T : 1 Hr. , Per Week Total Credits: 7 Objectives:

The objective of the course is to help students gain knowledge and skills in dealing with marketing of services. To accomplish this, the student will be exposed to a series of cases, which demand commitment from him/her. The course includes the services marketing concepts, characteristics, challenges and strategies, consumer behavior to services, employees' and customers' roles in service delivery, managing demand and supply, and the design and development of effective service system.

Unit I: Introduction to Services: What are services? Why services marketing?

Characteristics of services, challenges in services marketing. Services marketing mix.

Unit II: Consumer Behavior in Services: Search, Experience, and Credence properties Customer choice, Consumer experience, Postexperience evaluation, Customer Expectations in Services – Meaning and types of service expectations, Factors that influence customer expectations of services, Issues involving customer service expectations.

Unit III: Customer Perceptions in Services: Customer perceptions, Customer satisfaction, Service quality, the gaps model of service quality.

Service encounter, Service Recovery – The impact of service failure and recovery, how customer respond to service failure, Customers' recovery expectations, services recovery strategies. Unit IV: Service Development and Design: New service development, Service blueprinting, Customer Defined Service Standards – Factors necessary for appropriate service standards, Types of customer-defined standards. Physical Evidence and the Servicescape – Physical evidence, Types of Servicescape, Strategic roles of the Servicescape.

Unit V: Employees' Role in Service Delivery: Service culture, the critical importance of service employees. Customers Role in Service Delivery: The importance of Customers in service delivery, Customers' role, Strategies for enhancing customer participation Unit VI: Managing Demand and Capacity: The underlying issue: Lack of Inventory capability, Demand pattern, Strategies for matching capacity and demand, waiting line strategies, Pricings of services – Approaches to pricing services, Pricing strategies. Text Book . Services Marketing: Govind Apte, Oxford University Press Reference Books: 1. Services Marketing: Valarie A Zeithaml, Dwayne D Gremler et al, Tata McGraw-Hill 2. Services Marketing: Harsh Verma, Pearson 3. Services Marketing: Vinnie Jauhari, Oxford University Press 4. Services Marketing: Rajendra Nargundkar, Tata McGraw-Hill 5. Services Marketing: K. Rama Mohana Rao, Pearson Syllabus of Second Year (Semester III/IV), MBA (Master of Business Administration) Course Code : MBT601-6 Course : Rural Marketing L: 3 Hrs. , T : 1 Hr. , Per Week Total Credits: 7 Objectives: A complete understanding of rural market environment and rural economy, rural marketing strategy, future prospects and understanding Government policy

measures for developing Agricultural marketing Unit I: The Rural Economy: The economic scenario in rural India – the transition of rural economy – the Rural economic structure – the rural infrastructure – Rural marketing environment – the Role of Government in the development of Agricultural marketing Unit II:

Rural Consumer Buying Behavior: Characteristics of rural consumer – Factors affecting consumer behavior – Consumer buying process – Opinion leadership process – Brand management in rural market Unit III: Rural Market Research: Need and importance: Primary Data collection and interpretation – Field procedures and rural realities P. R. A. Technique. Unit IV: Targeting, Segmentation and Positioning in Rural Market: Basis of segmentation – Selecting and targeting segment – Positioning decision – Rural marketing initiative by Corporate Sector Unit V:

Rural Marketing Strategy: Product Strategy - Pricing strategy – Distribution strategy – Communication strategy, Marketing of Agri- inputs-Seeds, Fertilizers, Pesticides and Tractors. Unit VI: Innovation in Rural Marketing and Financial services: Innovation in Rural Marketing: E-Rural marketing – Organized retailing – Cooperative marketing Financial services: An overview of financial services – Sources of Credit – Innovative credit delivery system like Kisan credit card – Microfinance- Chit funds – Cooperative credit – Crop insurance Text book 1.

The Rural Marketing: by Pradip kashyap & Siddhatha Raut (Publisher: Biztantra) Reference Books: 1. Rural Marketing: By Balram Dogra & Karminder Chuman (Publisher: Tata McGraw Hill Edu Pvt Ltd) 2. Introduction to Rural Marketing: By R. Krishnamoorthy (Publisher: Himalaya Publishing

House) 3. Rural Marketing Text and Cases: By U C Mathur (Publisher: Excel Books) 4. Rural Marketing: by R V Bedi & M V Bedi (Publisher: Himalaya Publishing House) Syllabus of Second Year (Semester III/IV), MBA (Master of Business Administration) Course Code : MBT601-7 Course : Consumer Behaviour & Marketing Research L: 3 Hrs. T: 1 Hrs. , P: 0 Hrs. , Per week Total Credits : 7 Objectives: This course is designed as an overview of the Consumer Behaviour and its image in Marketing Management. The course will cover the evolution of Consumer Research, Individual determination of Consumer behaviour, Influence and Decision Making of the market king. The objective of this course is to give exposure in practice of the Consumerism in modern marketing and that will allow you to develop your own frame work for understanding the behavior of consumer.

Unit I: Consumer Behaviour- An Overview: Introduction, Meaning, Definition, Scope, Relevance of Consumer Behaviour, Development of Consumer Behaviour study, Growth of Consumer Research, Consumer Behaviour and Marketing Management; Consumer Decision Making, Trends in Consumer Behaviour. Unit II: Consumer Modelling: Models of Consumer Behaviour, Haward Sheth Model of Buying Behaviour, The NICOSIA Model, The ENGEL-KOLLAT-BLACKWELL Model, WEBSTAR AND WIND MODEL of Organizational Buying Behaviour. Unit III:

Individual Determination of Consumer Behaviour: Consumer Perception, Internal & External Factors, The Perceptual Process, Consumer Imagery and Marketing Implication; Learning- Definition, Elements and Process of Learning, Types of Learning Processes, Classical Conditioning, Consumer Memory, Observational Learning or Modeling, Low Involvement Theory. Unit

IV: Consumer Decision Making: Consumer Decision Making- Meaning, Views, Types of Decision Making in buying, Process of Decision Making, Consumer Information Processing, Models of Consumer Decision Making; Types of Household, Household Life Cycle, A Model of Household Decision Making. Unit V: Consumer Research: Consumer Research Paradigms, Consumer Research Process- Developing Research Objectives, Collecting Secondary Data, Designing Primary Research, Data Analysis and Reporting Research Finding, Conducting the Research study. Unit VI: Advertising & Media Research: Importance of Advertising, Need for Advertising Research, Media Research, Copy testing Advertising Research Studies in India, Evaluation of Advertising Research, Ethics in Consumer Research.

Text Book 1. Consumer Behaviour In Indian Perspective, Text and Cases: Suja R. Nair, Himalaya Publishing House Reference Books: 1. Consumer Behaviour In Indian Context: P. C. Jain & Monika Bhatt, Sultan Chand, New Delhi 2. Consumer Behaviour: Leon & Kannuk, Prentice- Hall of India LTd, New Delhi. 3. Marketing Research: Beri, McGraw-Hill Education Private Ltd, New Delhi. 4. Consumer Behaviour: Ramanuj Majumdar, PHI Learning Private Ltd, New Delhi 5. Consumer Behaviour: Hoyer MacInnis Dasgupta, Biztantra- New Delhi.

Syllabus of Second Year (Semester III/IV), MBA (Master of Business Administration) Course Code : MBT601-8 Course : Customer Relationship Management L: 3 Hrs. , T: 1 Hrs. , P: 0 Hrs. , Per week Total Credits : 7 Objectives: The purpose of this course is to make the students understand the organizational need, benefits and process of creating Long-term value for individual customers. It aims to develop an understanding of what CRM

means to businesses, plus why and the how of putting a CRM Program into action. Unit I :

Customer Relationship Management- Basic Concepts: Key Customers, Considerations to Decide the Key Customers, Strategies for Key Customers, Segmentation, Campaign Management, Single Customer View, Cross-Selling and Up-Selling, Multi-channels, Operational and Analytical CRM, Case-Study.

Unit II: Planning for CRM: Building Customer Centricity, Setting CRM Objectives, Defining Data Requirements, Planning Desired Outputs, Relevant Issues while planning outputs, Elements in CRM Plan, Relevant Issues in the CRM Plan, Case Study.

Unit III: CRM Strategy: Strategic Orientation for CRM, Extending the Concepts of Relationships, Technology Orientation, Strategic Framework for CRM, Planning for Success, Change Management, Case Study. Unit IV: CRM Implementation: Preparing for CRM Implementation, Dimensions and Technology Issues in CRM Implementation, Steps in CRM Implementation, Expected Benefits, Choosing Right CRM Implementation Approach, CRM Implementation-Best Practices, Case Study. Unit V:

Role of IT and eCRM: CRM Strategy and Technology, Steps in Preparing the IT Systems for CRM, Using IT Systems for Better CRM, Issues for Consideration in CRM Tool Selection, Tools for CRM, Basic Concepts for eCRM, Benefits of eCRM, Steps in eCRM, Success Factors in eCRM, Establishing Customer Relationships on the Internet, Case Studies. Unit VI: CRM in Practices: CRM in Manufacturing, CRM in Insurance, CRM in Airlines, CRM in Hotels and CRM in Telecom. Text Book: 1. Customer Relationships Management: Kaushik Mukherjee, Prentice Hall of India. Reference Books: 1.

The CRM Handbook: Jill Dyche, Vikas Publishing House. 2. Customer Relationships Management: William, G. Zikmund, Raymund McLeod Jr. and Faye W. Gilbert, Wiley. 3. CRM-Essential Customer Strategies for the 21st Century: Paul Greenberge, Pearson Education. 4. Customer Relationship Management: Mohammed, H. Peeru and a Sagadevan, Vikas Publishing House. Syllabus of Second Year (Semester III/IV), MBA (Master of Business Administration) Course Code : MBT602-1 Course : Corporate Taxation L: 3 Hrs. , T: 1 Hrs. , P: 0 Hrs. , Per week Total Credits : 7 Objectives:

This course aims to provide a strong conceptual foundation in corporate taxation & exhaustive analysis on calculations of Income from Business & Profession, VAT, Service Tax, Central Excise Laws, Custom Laws & Filing of Returns. Unit I: Definition of Income & Assessee: Previous year, Assessment year, Gross total income, Total taxable income, Residential status, Agricultural income. Unit II: Income from Business & Profession and Income from capital gains in relation to corporates Unit III: Income exempt from tax & Assessment: Deductions. Set off & Carry forward of losses, TDS, Self-assessment tax, Filing of return.

Unit IV: Central Excise Laws & Customs Laws: Basis of chargeability of duties of central excise- goods, Manufacture, Classification and valuation of excisable goods- specific issues and case studies; Nature of customs duty, Types of customs duty, Classification for Customs and rate of duty, Valuation for customs duty, Provisions regarding baggage. Unit V: VAT: concept, Applicability, Procedures involved and implications of the VAT, Introduction to CST. Unit VI: Service Tax: Provisions of law and procedures; Various Services covered under Service Tax. Reference Books: 1.

Direct Taxes: Ahuja, G. K. & Gupta, Ravi, Bharat Law House. 2. Indirect Taxes : Datey V. S. , Taxmann Publications, New Delhi 3. Direct Taxes Law & Practice: Bhagwati Prasad, WishwaPrakashan. 4. Income Tax, Bombay: Kanga, J. B. and Palkhivala, N. A. , N. M. Tripathi. 5. Direct Taxes Law and Practice: Singhanian V. K. , SinghanianKapil, Singhanian Monica, Taxmann Publications, New Delhi. Syllabus of Second Year (Semester III/IV), MBA (Master of Business Administration) Course Code : MBT602-2 Course : Security Analysis & Portfolio Management L: 3 Hrs. , T: 1 Hrs. P: 0 Hrs. , Per week Total Credits : 7 Objectives: This course aims to provide knowledge about security analysis & Portfolio Management. It covers various points such as, investments & its various avenues, analysis of capital market, various risk-return model, efficient market theory, & process of portfolio construction. It aims to provide the students of finance stream, the thumb rules of analyzing security market to reduce risk & enhance returns. To accomplish this, the student will be exposed to a series of cases, which demand commitment from him/her. Unit I: Capital Markets: Overview of money markets, History of Indian capital markets, Capital market scams, Reforms in capital markets, Primary Markets – free pricing, book building, Private placements, Secondary Markets – Organization, membership, and management of stock exchanges, Listing, trading, clearing and settlement mechanism, Listing categories, BSE, NSE, measures to boost liquidity in the secondary market, reforms in secondary markets and its impact, Internet trading.

Unit II: Investment scenario & Risk & Return analysis: Investor life cycle and investment goals, Investment options available and their comparison,

investment constraints, Definition and Measures of return and risk – historical rates calculation, Expected rates, required rate of return, risk free rate of return, & measurement of risk in portfolio context Unit III:

Efficient capital markets Hypothesis & capital Market Theory: Need, EMH – forms, tests and results, Implications of efficient capital markets; Random walk Hypothesis, Indian Markets and Efficiency, Capital Market theory – Background, risk free asset, Markowitz portfolio theory, the market portfolio; capital asset pricing Model, systematic and unsystematic risk, CML, SML; Arbitrage pricing theory – empirical test of APT, Stability of beta. Unit IV:

Fundamental and Technical Analysis: Concept, & process of fundamental analysis , Economy analysis, sector analysis, company analysis;, Tools and techniques of fundamental analysis, business cycle and industry life cycle analysis. Analysis of growth companies, Concept of technical analysis, Assumptions, advantages and challenges; fundamental Vs. technical analysis, Tools and techniques for analysis; Dow theory, basic types of charts, Price patterns, Trendlines, moving averages and advanced technical tools. Unit V:

Equity & Debt portfolio Management strategies, Optimum Portfolio Selection & Revision and Performance measurement: approaches to equity investment, passive & active styles, Equity style management, cross-border strategies, role of fixed income securities in a portfolio, & fixed income portfolio management strategies, Optimum Portfolio Selection & Revision – portfolio diversification, Optimal portfolio selection, portfolio revision& its techniques, transaction cost, portfolio monitoring & rebalancing, issues in portfolio rebalancing * selection & revision of equity portfolios, Performance

measurement - Concept, Measures available-Treyner, Sharpe, Jensen, performance attribution analysis and Measuring market timing skills. Unit VI: Mutual funds and AMCs: concept, origin and growth of mutual funds, constitution & management of MFs - Sponsors, Trustees, AMCs, and custodians; Classification of mutual fund schemes, advantages and disadvantages in mutual fund schemes, NAV and pricing of mutual fund units; State of mutual funds in India. Text book 1. Investment Management-Security Analysis & Portfolio Management: by V. K. Bhalla, S. Chand.

Reference Books: 1. Investment Analysis and Portfolio Management: by Prasanna Chandra, Tata McGraw Hill Publishers 1/E, 2002 2. InvestmentScience: David G. Luenberger, Oxford Univeristy Press. 3. Financial Management: R. P. Rustagi, Galgotia Publication House. 4. Investment: William Sharpe (PHI) 5. Security Analysis and Portfolio Management: V. A. Avadhani, Himalaya Publishing House Syllabus of Second Year (Semester III/IV), MBA (Master of Business Administration) Course Code : MBT602-3 Course : International Financial Management L: 3 Hrs. , T: 1 Hrs. , P: 0 Hrs. , Per week Total Credits : 7 Objectives:

This course aims to provide a strong conceptual foundation & exhaustive analysis on recent developments in the world monetary & financial system, & changing role of international financial managers in the volatile global forex markets. To accomplish this, the student will be exposed to a series of cases, which demand commitment from him/her. Unit I: Financial Management in global context: Role of Finance Manager in Global context, objectives of the firms and impact of risk, Constraints to maximization of value of firm, Exchange Rate Regimes, Emergence and Functions of IMF;

Exchange Market; Exchange Dealers; RBI and Exchange Market; Exchange Rate System in India; Floating Vs. Fixed Exchange Rates. Unit II:

Foreign Exchange Market Components And Activities: Defining Forex markets & the exchange rates; Exchange Rate Mechanism, Quoting Foreign Exchange Rates- Spot Rate, Forward Rate, Cross rates and Problems from Exchange rate calculations, Forward contract, Hedging, Speculation, Arbitrage, Interest rate Arbitrage, Swaps-characteristics & uses, Indian Forward market. Unit III: Foreign Exchange Risk Exposure its & management: Meaning of exposure, Types, Causes of changes, Translation & Transaction Exposure, Economic & operational exposure- meaning & its impact on exporter & importer , Currency & interest rate risk, Country Risk management. Unit IV: Management of Long & Short term International financing: Concept of Foreign Investment – Direct & Portfolio, Commercial Borrowings, GDRs, ADRs, Euro Issues, ECBs, Syndicated Credit, Short term sources of finance for MNCs, International forfeiting, international leasing, Euro Currency market, Asian Currency Market; Petro - Dollar Market. Unit V:

International Capital Budgeting & Capital structure of MNCs: Concept, Basic inputs for project evaluation, Problems associated with multinational capital budgeting, Evaluation of a project using various methods, International Cash management, Cost of Capital & International Financial Environment, theory of optimal capital structure, & the dilemma of finance manager. Unit VI: Multinational Tax Environment: Important types of taxes that MNCs face, tax treaties & tax heavens; Indian Tax environment: Incentives for earnings in Foreign exchange, double taxation relief, transfer pricing. Text Book: 1. International Financial Management: A. K. Seth, Galgotia Publishing

Company. Reference Books: 1. International Financial Management: P. G. Apte, Tata McGraw-Hill 2. International Finance: Thomas J. O'Brien, Second edition, Oxford University Press. 3. International Financial Management: Sharan , Prentice-Hall 4.

Multinational Financial Management: Shapiro , Prentice-Hall Syllabus of Second Year (Semester III/IV), MBA (Master of Business Administration) Course Code : MBT602-4 Course : Financial Risk Management L: 3 Hrs. , T: 1 Hrs. , P: 0 Hrs. , Per week Total Credits : 7 Objectives: This course aims to provide a strong conceptual foundation about risk management, future & Option markets, Swaps, Insurance etc. It gives an exhaustive analysis on recent developments in the future & option market & how to calculate VAR. To accomplish this, the student will be exposed to a series of cases, which demand commitment from him/her. Unit I:

Introduction to Risk Management: The meaning of risk, How risk is managed, Limitations of Risk Management, Corporate Risk Management, Approaches to Risk Management, The Process of Risk Management, Techniques of Risk Management. Unit II: Mechanics of the Futures Market: Meaning and Definition, Types of futures, Mechanism of the Futures Market, Motives behind using Futures, Stock and Index Futures, Currency Futures, Interest rate Futures, Commodity Futures. Unit III: Options: Concept of Options, American and European Options, Option pricing models, Exotic Options Unit IV: Financial Swaps: The Concept of Swaps, Interest rate swaps, Currency swaps, Pricing of Swaps. Unit V: Value at Risk: The Concept of VaR, How VaR is calculated, Uses and limitations of VaR. Unit VI:

Introduction to Insurance - Life and Non-Life: Meaning and Nature of Insurance, Classification of Insurance, Elements of an Insurance Contract, various types of Life and Non-Life Insurance. Text Book: Options, Futures & Other derivatives: by John C. Hull, Pearson. Reference Books: 1. Financial Management: Theory Concepts & Problems by Dr. R. P. Rustagi, Taxmann. 2. Financial Management: by Rajiv Shrivastava and Anil Mishra, Oxford Publications. 3. Insurance & Risk Management: Dr. P. K. Gupta, Himalaya Publishing House Syllabus of Second Year (Semester III/IV), MBA (Master of Business Administration) Course Code : MBT602-5 Course : Project Planning & Financing And Mergers & Acquisitions L: 3 Hrs. , T: 1 Hrs. , P: 0 Hrs. , Per week Total Credits : 7 Objectives:

This course is divided into two parts the first part aims to study all about project management, Idea generation, Evaluation of the project, Loan documentation etc. The second part analyze & gives an in-depth explanation of the concepts, processes, issues & pitfalls involved in M & As & corporate restructuring using a lucid style. To accomplish this, the student will be exposed to a series of cases, which demand commitment from him/her. Unit I: Introduction to Project Management: (a)Planning: Generation & Screening of project ideas, Market & Demand Analysis, Technical Analysis , Financial estimates & projections (b) Sources of Financing – Term Loan, Venture Capital, Private Equity, Debentures, Shares, etc.. Unit II:

Evaluating the Project: Nature and significance, techniques of evaluation – Pay Back Method, Accounting rate of return, Net Present Value and profitability index. Risks attached to the project (A review of project risks identification, allocation, and management). Unit III: Project Report and

Lender's Analysis: Components, Details of the company, its promoters, project, finances required, profitability, etc.. ; Loan Documentation - Appraisal of term loans by Financial Institutions. Basic components of project finance; Financing of small scale industry - Meaning, importance, growth of SSIs, Special financing needs and sources, issues & implications. Unit IV:

Mergers & Acquisitions: Forms of Corporate Restructuring, Different forms of M&A, M&A Process, Participants in the M&A Process, Post closing Integration, Due Diligence, Reasons for failure of M&A. Unit V: Methods of Valuation of Firms: Various approaches to Valuation, Role of Valuation, DCF Model, Equity Valuation Model, Firm Valuation Model. Unit VI: Takeover Defenses: Friendly vs. Hostile Takeovers, Takeover defenses, Preventive Anti-takeover measures, Corporate Charter amendments, Golden Parachute, Active Anti-takeover defenses, Regulation of Takeovers in India. Text Books: 1. Project Planning Analysis, Selection, Implementation and Review: Prasanna Chandra, TMH 2. Financial Management – Theory Concepts & Problems: Dr. R. P. Rustagi, Taxmann.

Reference Books: 1. Project Management and Control: Narendra Singh, Himalaya Publishing House 2. Financial Management: Rajiv Shrivastava and Anil Mishra, Oxford Publications. Syllabus of Second Year (Semester III/IV), MBA (Master of Business Administration) Course Code : MBT602-6 Course : Indian Banking and Financial System L: 3 Hrs. , T: 1 Hrs. , P: 0 Hrs. , Per week Total Credits : 7 Objectives: This course analysis & discusses the new challenges & new initiatives of banks & their unique role in the economy. To accomplish this, the student will be exposed to a series of cases, which demand commitment from him/her.

The course includes the fundamentals of Banking, Commercial Banks & their role, NBFC's, & Management of Asset Liability Management. Unit I: Indian Financial System: Financial Intermediation, Introduction to Indian Banking System, Regulatory Framework, Sources of Funds, Application of Funds. Unit II: Commercial Banks I: Introduction to Bank's Financial Statements, Analysis of Balance Sheet items, Deposits, Lending Function, Loan Policy, Loan Pricing, Credit Risk and Loan Losses. Unit III: Commercial Banks II: Investment Portfolio of Banks, Non Fund based Services, Plastic Money, SLR requirements, Capital Adequacy requirements, BASEL II Unit 4:

Development Financial Institutions: Role of DFIs in the Financial System, Operations of major FIs in India – IFCI, ICICI, IDBI, SIDBI, Regulatory Framework for FIs Unit 5: NBFCs: Definition, Types and Services, Regulatory framework, Capital Adequacy Requirements. Unit 6: Asset Liability Management: ALM, Interest Rate Risk management Liquidity risk Management. Reference Books: 1. Principles of Bank Management: Vasant Desai, Himalaya Publishing house, Delhi 2. Basics of Banking & Finance: Dr. K. M. Bhattacharya, Himalaya Publishing House 3. Banking Theory, Law & Practice: Gorden&Natrajan, Himalaya Publishing House 4. Banking Theory & Practice: Dr. P. K.

Shrivastava, Himalaya Publishing house, Delhi Syllabus of Second Year (Semester III/IV), MBA (Master of Business Administration) Course Code : MBT602-7 Course : Financial Services & Merchant Banking L: 3 Hrs. , T: 1 Hrs. , P: 0 Hrs. , Per week Total Credits : 7 Objectives: This course covers the various financial services and their role in the economic development along with the concept of Merchant Banking in detail Unit I: Financial Services:

Concept, objectives, characteristics, issues, kinds of financial services Unit II: Marketing of Financial Services: Conceptual Framework, Distribution Pricing, Promotion, Attracting & retaining customers. Unit III:

Financial Services Market: Concept, Constituents, Growth of financial services in India, problems of finance services sector, Regulatory framework.

Unit IV: Merchant Banking: Introduction, nature, Role of Merchant Bankers in Economy, Functions of merchant bankers, Code of conduct for merchant bankers. Unit V: Merchant Banking in India: Legal & Regulatory Framework and relevant Provisions, SEBI guidelines for Merchant Bankers, present state of Merchant banking in India. Unit VI: Issue Management: Concept, pre and post issue activities, role of merchant banker in Issue management and Mergers and Acquisitions Text Book: 1. Financial Services: M. Y. Khan, Tata McGraw Hill 2010

Reference Books: 1. Financial Services: Gurusamy, Tata McGraw Hill 2010 2. Financial Services: Tripathy, Prentice Hall of India 2009 3. Financial Markets and Institutions: Madura, Thomson, 2009 Syllabus of Second Year (Semester III/IV), MBA (Master of Business Administration) Course Code : MBT602-8 Course : Management Control System L: 3 Hrs. , T: 1 Hrs. , P: 0 Hrs. , Per week Total Credits : 7 Objectives: This course aims at students should gain knowledge, insights and analytical skills related to how a firm's managers go about designing , implementing and using the planning and control, system to implement the firms strategy. Unit I:

Definition and Concept of Management Control, Subsystems of Management control-Strategic Control, operational control and task control, Functions of management accountant and controller, Impact of changing business

environment on management accounting and control systems, Requisites for designing and implementing management control systems. Goal congruence – cybernetic paradigm of Grissinger – functions of the controller. Unit II: Responsibility Centers – Types of Responsibility centers – Expense Center, Profit Centers and Investment Centers – Budgetary Control as a tool for Management Control System – Engineered , Discretionary and Committed Costs. Approaches to Budgeting w. r. t. Engineered and Discretionary costs, Benchmarking and total cost management. Unit III:

Transfer Pricing (Market Based and Cost Based): Related numerical problems – return on Investment, Economic Value Added, Capital Budgeting and Ratio Analysis as a tool to Management Performance Measurement. Unit IV: Management control system in service sector vis-a-vis in manufacturing sector. Financial and Non- Financial Performance measures w. r. t. balance score card (Rock Water's Model) Unit V: MIS- Management Information System & ERP Unit VI: Introduction to Audit Functions as a control tool covering financial audit, internal audit and Cost Audit- management audit – principles and Objectives. Text Book: 1. Management Control System: 10th Edition – Anthony and Govindrajn, Tata McGraw Hill

Reference Books: 1. Practical Auditing: B. N. Tondon 2. Management Control System: Kirby. Syllabus of Second Year (Semester III/IV), MBA (Master of Business Administration) Course Code : MBT603-1 Course : Performance Management & Compensation L: 3 Hrs. , T: 1 Hrs. , P: 0 Hrs. , Per week Total Credits : 7 Objectives: This course seeks to expose students to fundamental theories and best practices in performance management. It will also try to illustrate the dynamic nature of performance management through the

presentation of new ideas and controversial issues. It will enable students to link performance to rewards & compensation. Unit I:

Performance Management: Overview, concept, purpose, significance, characteristics, process of Performance Management & Compensation (PMS).

Emerging Trends in PMS Unit II: Planning employee performance and development: Basic concepts, Components of Performance & Development Plan (PDP), Benefits of PDP Unit III: Monitoring Performance & Mentoring:

Introduction, performance review, conducting review meeting, frequency of review, self-assessment. Concept of Mentoring, benefits, process of mentoring, coaching for performance improvement. Unit IV: Stock taking

Performance: Introduction, Purpose of Stocktaking, Different approaches of appraisal, Stock taking potential, Tools for Stocktaking potential Unit V: Appraising for Recognition & reward: Methods of Appraisal, Errors during Appraisal, Appraisal for rewards, Appraisal for successful recognition Unit VI: Reward and Compensation management: Concept and types of compensation, Competitive imperatives, Equity in compensation, Designing compensation, fringe benefits, retirement benefits Text Book: 1. Performance Management: Prem Chadha, Publication –Macmillan Reference Books : 1. Human Resource Management: Snell & Bohlander, Publication – Thomson 2. Compensation: Milkovich & Neman, Publication – McGraw –Hill 3. Human Resource Management: Gary Dessler Publication – Thomson 4. Managing Human Resources: Monappa, Publication – Macmillan

Syllabus of Second Year (Semester III/IV), MBA (Master of Business Administration) Course Code : MBT603-2 Course : Management Of Change And Organizational Effectiveness L: 3 Hrs. , T: 1 Hrs. , P: 0 Hrs. , Per week

Total Credits : 7 Objectives: The student will be exposed to various types of organizational change. The course will also enable them to identify the strategies for managing change in different scenarios. The course will also help the students to evaluate the different change strategies implemented in the organization. Unit I: Introduction to Managing Change: Concept of change, types of change, steps to manage change, Role of HR strategies in implementing change, Implementation & impact of change. Unit II:

Organizational Structure & Management of Change: Concept, Organizational change, Organizational structure, Structure & strategic change, Systematic approach to implement change, Resistance to change, Force field theory of change, Dominos effect, power politics and ethics, OD Interventions. Unit III: Organizational Culture & the Management of Change: Organizational culture, Martin's perspective on the study of culture, Hofstede's & Schein's perspective of organizational culture, Strategies for cultural change, Parameters of cultural change, Realigning culture in the organization. Unit IV: HRD & Management of Change: Concept of HRD, Strategic change & HRD, Strategic integration & orders of strategic integration, Development of managers, Process of Staff development, Recruitment & selection & management of change, Performance management & management of change. Unit V:

Role of Change Management in Downsizing and Mergers & Acquisitions: Concept of Downsizing, Need & problems related to downsizing and mergers & acquisitions, Handling psychological states of employees in downsizing and mergers & acquisitions, Implications related to them, Strategies to be used in downsizing and mergers & acquisitions to have effective change,

Principal determinants, Theories of Intervention to manage downsizing. Unit VI: Evaluating & Promoting Change: Approaches to evaluate & promote change, Evaluation research, The action research spiral, Clarity of purpose & strategies, Gathering data for analysis, Analysis & feedback. Textbook: 1. Managing Change: Adrian Thronhill, Phil Lewis, Mike Millmore, Mark Saunders; Pearson Education Limited Reference Books: 1.

Change Management: CSV Murthy; Himalaya Publishing House 2. Essentials of Human Resource Management and Industrial Relation: Dr. P. Subba Rao; Himalaya Publishing House 3. Organisational Behaviour: K Aswathappa Himalaya Publishing House Syllabus of Second Year (Semester III/IV), MBA (Master of Business Administration) Course Code : MBT603-3 Course : Group Behaviour And Transactional Analysis L: 3 Hrs. , T: 1 Hrs. , P: 0 Hrs. , Per week Total Credits : 7 Objectives: To help students understand how people act, think, and feel in organizational settings and how to form better relationships by achieving human objectives, organizational objectives, and social objectives.

The study of Organizational Behavior and Transaction Analysis will facilitate the process of explaining, understanding, predicting, maintaining, and changing employee behavior in an organizational environment. Unit I: Personality and Perception - Determinants of personality, Types of personality, Theories of personality, Perception & O. B. , Managing the perception process, Components of attitudes, formation of attitudes, changing attitude. Unit II: Group Behavior - Groups, reason for people to work in groups, Group Development - Stages, Strategies, Group Behavior

Model, Roles in Groups, Roles – Identity, Perception, Expectation, Differentiation. Unit III:

Group Behavior Functioning - Theories of Group Behavior Functioning, Influence of group behavior on work assignment, Group Potential, Group Cohesiveness, Groupthink, Group Productivity & Group Performance. Unit IV: Group and Team Dynamics - Nature of teams, types of teams, benefits from teams, types of groups, group development, determinants of group behavior Teams vs. Groups. Unit V: Power & Conflict - Power dynamics, sources of power, power tactics, nature of conflict, types of conflict, Conflict process, levels of conflict, conflict resolution, cases on power & conflict. Unit VI: Transactional Analysis - Ego states and their identification, Types of Transactions, Cases on T A.

Introduction & background, Positions of change, Child, parent & adult, Families & children Test Book 1. Organisational Behaviour: K. Aswatthappa, Himalaya Publishing House. Reference Books: 1. The Dynamics of Group Behaviour: Concepts, Principles and Practices, M. Gangadhara Rao and Surya P. Rao (2007), Kanishka Prakshan 2. Organisational Behaviour: Fred Luthans, McGraw- Hill Publishing co. Ltd. 3. Organisational Behaviour: Robbins, Prentice hall of India Syllabus of Second Year (Semester III/IV), MBA (Master of Business Administration) Course Code : MBT603-4 Course : Training & Development Practices L: 3 Hrs. , T: 1 Hrs. , P: 0 Hrs. , Per week Total Credits : 7 Objectives:

This course will enable the students to understand the Function of Training & Development followed in the organizations. It will take a holistic view of this function & will discuss identification, design & evaluation of training

programs in detail. The course will also discuss best practices of Training & Development in different organizations. Unit I: Training and Development: Introduction, Nature of training, Significance of training, Scope & Objectives of training, Benefits of training, Philosophy of training. Difference between Training & Development. Unit II: Training Need Analysis - Identification of training needs, Thayer & McGhee Model, Areas of training, Responsibilities for providing training. Unit III:

Training Design & Methods of Training & Development - Perspectives for Designing Training, On the Job Training & Off the Job Training, Training Methodology - Case Study, Management Games, Brain Storming, Role Play, In- Basket exercises, Group Discussion; Concept & Importance of Management Development Programs (MDP's), Steps in MDP's, Methods and Techniques of MDP's, Prospective pitfalls. Unit IV: Tools for Effective Training - Teaching aids and techniques, Audio-visual aids, Skills of an Effective Trainer: Communication skills, Knowledge, Training styles, Power of Body Language, Developing creativity. Unit V: Evaluation of Training - Feedback from participants, Measurement of training effectiveness, Models of Training evaluation, Evaluation of trainers and facilities for training. Audit of Training - Cost of training. Unit VI: Training in Indian & International Organisation - National Perspective regarding current training and development practices, International Perspective. Case Study. Text Book: 1.

Effective Human Resource Training and Development Strategy: Dr. B. Rathan Reddy, Publication -Himalaya Publication House. Reference Books: 1. Personnel Management and Human Resources: N. C. Jain & Saakshi, Publication - Allied Publisher. 2. Human Resource and Personnel

Management: K. Aswathappa, Publication, McGraw- Hill Publishing. 3. Human Resource Management: Tenth Edition, Gary Dessler, Publication- Pearson Education. Syllabus of Second Year (Semester III/IV), MBA (Master of Business Administration) Course Code : MBT603-5 Course : Industrial Relations & Labour Legislations L: 3 Hrs. , T: 1 Hrs. , P: 0 Hrs. , Per week Total Credits : 7 Objectives:

This course will discuss and examine the important areas of Legislation Relating to Welfare, Social Security Measures, Wages and Bonus, Industrial Relations, Trade Unions and Employment Conditions. The Course will also deal with the Current Legislative Proposals as well as the Impact of Labour Laws on Human Resource Management. Unit I: Industrial Relation and Industrial Democracy - Definition and concept of industrial relation, basic facts, scope, aspects & ideologies of Industrial relations, Approaches to Industrial relations. Collective Bargaining: Definition, importance, types , prerequisites of effective collective Bargaining & Collective Bargaining in India; Workers Participation: Concept & meaning, Aims & objective, Forms & levels of participation, conditions essential of working of the scheme. Unit II:

Grievances & Disputes - Nature, causes, settlement procedure of Grievances, Industrial Disputes, causes, remedial & prevention measures and settlement machinery. Consequences of Industrial disputes on Industry & Society. Significance of Peace & Harmony to Industrial Productivity & progress Unit III: Labour Welfare & Social Security Legislations - Meaning & scope, Labour welfare & welfare officer in Indian Industry, his role, perceptive, limitations, role perception and role performance, New challenges & expectations, Training of welfare officers; Aims of social

security measures, methods of providing social security, benefits to workers- social assistance and social insurance, origin and growth of the idea of social security.

Workmen's compensation Act, Employees state Insurance Act 1948, Provident Fund Act 1952 and Payment of Gratuity Act 1972. Unit IV: Normative and Wage Legislations – Factories Act, 1948, Bombay shop & Establishment Act 1948, PULP Act 1971. Minimum wages Act, Payment Of wages Act 1936, Payment of Bonus Act 1965. Unit V: Industrial Relation Legislations - Trade Union Act 1926, Industrial Employment standing order Act 1946, Bombay Industrial Relations Act, Industrial Dispute Act 1947. Unit VI: ILO & Functions of Working of Offices Attached To Labour Ministry – ILO: Constitution, working & impact of ILO on Labour Legislations in India, ILO convention & recommendations.

Functions & Working of Offices Attached To Labour Ministry: Directorate – General of Employment & Training; Labour Bureau; Welfare Commissioners; Various committee constitute by the Government of India (Ministry Of Labour). Text Book: 1. Dynamics of Industrial Relations: Mamoria & Mamoria, Publisher: Himalaya Publishing House. Reference Books: 1. Industrial Jurisprudence & Labour Legislation: A. M. Sarma, Publisher: Himalaya Publishing House. 2. Taxmann's Labour laws: Taxmann Publications Pvt. Ltd. 3. Essentials of Human Resource Management & Industrial Relation: P. SubbhaRao, Publisher: Himalaya Publishing House. 4. Industrial Relations: C. S. VenkataRatnam, Publisher: Oxford University Press. 5.

Labour and Industrial laws: P. K. Padhi, Publisher: Eastern Economy Education. Syllabus of Second Year (Semester III/IV), MBA (Master of

Business Administration) Course Code : MBT603-6 Course : Human Resource Strategies And Systems L: 3 Hrs. , T: 1 Hrs. , P: 0 Hrs. , Per week Total Credits : 7 Objectives: This course will enable student to understand the HRD as a field of study & its evolution. It will help the student to understand the role & strategies of HRD in different situations. It will also try to establish relationship between HRD & various skill improvement techniques. It will also enable to understand the role of HRD in Government & Private Enterprises.

Unit I:

Introduction - Field of Human Resource Development (HRD): A multi-dimensional and new concept, Goals and challenges, Objectives and determinants, Approaches to HRD. Evolution of HRD. Unit II: Comparative Study of Various HR Disciplines: Comparative study of Human Resource Development, Human Resource Management, Human Capital Management and Personnel Management, Unit III: HR System & H. R. D. Culture Design - HR System and Sub systems of HR system , HRD intervention, HRD culture and practices, Subculture, Propagation of culture through HRD. Quality of Work Life. Unit IV: Issues in HRD - Strategy for HRD: Diversity in work force, exit strategy, competitive advantage and relationship management; HRD in Planning for Diversification, Expansion, Mergers, Acquisitions and Takeovers.

Unit V:

HRD & Skill Enhancement Techniques - Total Quality Management (TQM), Knowledge Management, H. R. Restructuring, Reengineering, Quality Circles. Unit VI: HRD In Different Sectors: - HRD in different organisations, Government Agencies and their role in HRD, Rural development through HRD, HRD in Emerging Sectors: I. T. and I. T. E. S. National Human Resource

Development Strategy (NHRDS), Objectives of the initiative, HRD's role for ROI & its calculation. Text Book: 1. Human Resource Management, Biswajeet Pattanayak, Publisher: Prentice Hall Of India. Reference Books: 1. Human Resource and Personnel Management, K Aswathapha, Publisher: Mc-Graw Hill. . Personnel and Human Resource Management: Text and Cases, P. SubbaRao, Publisher: Himalaya Publishing House. 3. Human Resource Development, Jon M. Werner & Randy L. Desimone, Publisher: South-Western Publication 4. Strategic Human Resource Planning by, Monica Belcourt & Kenneth McBey, Publisher: Thomson Nelson Syllabus of Second Year (Semester III/IV), MBA (Master of Business Administration) Course Code : MBT603-7 Course : Human Resource Planning L: 3 Hrs. , T: 1 Hrs. , P: 0 Hrs. , Per week Total Credits : 7 Objectives: The course will enable student to study forecasting, resourcing, downsizing & restructuring.

The students will also understand the importance of succession management. HR planning during Mergers & Acquisitions will be also discussed in details. The current issues in HR Planning faced by organization will be discussed. Unit I: Strategic HR Planning: Need for strategic HRM, Characteristics of effective HRM strategy, Types of strategy, Models of business strategy, Strategic HR Planning model. Unit II: HR Forecasting Process: Meaning & benefits of HR forecasting, Key personnel required, Determining net HR requirements, Steps to conduct trend analysis, Various forecasting techniques, Ascertaining HR supply, Retention management. Unit III:

Downsizing & Restructuring: Concept of downsizing & restructuring, Need of downsizing, The decision of downsizing, concept of “ survivors” of

downsizing, Impact & consequences of downsizing, Effective downsizing and restructuring strategies, Handling psychological and labour issues in downsizing. Unit IV: Succession Management: Concept & importance of succession management, Evolution & Process of succession management, Management developments methods, Role of employee in succession management. Unit V: Mergers & Acquisitions: Concept of merger & acquisition, 360 degree impact of merger & acquisition, Cultural issues in mergers, HR planning for mergers & acquisitions, Changes brought in various HR issues. Unit VI: Current Trends in HR Planning: Development of HR planning, Controlling attrition, Scope & overview. Textbook: 1.

Strategic Human Resources Planning: Monica Belcourt, Kenneth J. McBey; Thomson Reference Books: 1. Effective Succession Planning: William J. Rothwell; Amacom 2. Human Resource Planning: John Bramham; Universities Press 3. Human Resource and Personnel Management: K Aswathappa; Tata McGraw-Hill Publishing Company Limited 4. A Textbook of Human Resource Management: C. B. Mamoria & S. V. Gankar; Himalaya Publishing House

Syllabus of Second Year (Semester III/IV), MBA (Master of Business Administration) Course Code : MBT603-8 Course : International HRM Scenario & Practices L: 3 Hrs. , T: 1 Hrs. , P: 0 Hrs. , Per week Total Credits : 7

Objectives:

The objective of the course is to help students gain knowledge and skills in dealing with international human resources management. To accomplish this, the student will be exposed to a series of cases, which demand commitment from him/her. The course includes the introduction to IHRM, cultural literacy, business management of global companies, international

staffing, comparative HRM in America, Japan, India and UK, Challenges and strategies in IHRM, and International compensation. Unit I: Introduction: to International Resource Management Scope of international HRM, Cultural Literacy and Cultural awareness: essentials, advantages, cultural skills for co-operative advantages. Factors affecting International HRM.

Comparative Employment Policy - Concept, significance, the Cultural Approach - Power Distance (PDI), Uncertainty avoidance (UAI), Individuality (INV), Masculinity (MASC), Long-Term Orientation. Unit II: Business Management of Global Companies - Characteristics of domestic and global companies, HRM approaches and strategic planning in global organizations. Roles of International HR Manager, Developing Global Literate Leader. Unit III: International Staffing - Recruitment, selection, hiring, training and development, career planning, succession planning, retention. Expatriation, Inpatriation, Flexpatriation. Cultural and Reality shock, Reverse-Cultural Shock. Unit IV: Work Culture of various economies - The comparative approach to HRM in America, Japan, India and UK.

National culture, HRM and other employee related values and practices in these economies. Unit VI: Challenges and strategies in IHRM: Challenges with respect to Demographics, Diversity, Occupational Shifts, Workforce Scarcity, Quality, Economy, Technology, Retention, Mergers, Acquisitions and Lay-offs. IHRM Strategies. Unit V: International Compensation - Principles of International Compensation, Methods and practices of International Compensation, International Compensation and employee satisfaction. Text Book: 1. International Human Resource Management: Monir Tayeb, Oxford

University Press. Reference Books: 1. International Human Resource Management: P.

Subba Rao, Himalaya Publishing House 2. International Human Resource Management: K. Aswathappa & S. Dash, Tata McGrawHill 3. International Human Resource Management: Tony Edwards & Chris Rees, Pearson Education Syllabus of Second Year (Semester III/IV), MBA (Master of Business Administration) Course Code : MBT604-1 Course : Operations Planning and Control L: 3 Hrs. , T: 1 Hrs. , P: 0 Hrs. , Per week Total Credits : 7 Objectives: This course intends to introduce the student to operations planning and control which involves all activities in the organisation, which contributes to the effective production of goods and services. It will start with an understanding of the operations strategic objectives. It will also give the student insight of translating the corporate goals into their implications for the operation's performance objectives, quality, speed, dependability, flexibility and cost. Unit I: Introduction - Introduction to Functions of production planning and control, Manufacturing systems, Production procedures, service Operations Unit II: Preplanning: Product development and design, Sales forecasting and estimation, plant layout, capacity planning Unit III: Planning: Production order, Mass production, Batch production, Job-shop production, Batch size determination, Scheduling, Batch production scheduling Unit III:

Control: Elements of Control, Production control, Shop floor control, Computer assisted control, Inventory control Unit IV Control: Manpower control, Quality control, Cost control, Maintenance control Unit V: Distribution Management: Distribution requirement planning, management and control,

Unit VI: Recent trends: Lean manufacturing, Green manufacturing, Flexible manufacturing system, Computer Integrated Manufacturing Systems (CIMS), Advanced Production Inventory Management Systems (APIMS), Text Book 1. Operations Management: Russell & Taylor, Wiley India Reference Books: 1. Elements of Production Planning and Control: Samuel Eilon, Universal Books Corporation 2. Manufacturing Planning and Control Systems: Thomas Vollmann, William Berry, D.

Clay Whybrk, Galgotia Publication 3. Production and Operations Management: Everett E. Adam, Jr, Ronald J. Ebert, PHI India 4. Operations Management: by SLACK & LEWIS, Michael Lewis, Nigel Slack Syllabus of Second Year (Semester III/IV), MBA (Master of Business Administration) Course Code: MBT604-2 Course: Supply Chain Management L: 3 Hrs. , T: 1 Hr. , Per Week Total Credits: 7 Objectives: The objective of the course is to give students a holistic view of Supply Chain Management. To provide an insight into current industry practices in supply chain ma