

# **Gujarat Technological University**

## **MBA Programme**

### **Semester - III**

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

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#### **MBA Programme Structure**

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

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

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

The annual calendar will be declared by the University in the beginning of the academic year, indicating the schedule of the semester (beginning and end) and internal and external examination time slots.

No exemption in any subject/course is allowed even if the student had studied similar or the same subject in any other programmes.

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

## Second Year

### Semester-III

In the Second year of the MBA Programme, the students will have to choose a functional area and a sectorial area, in addition to the core subjects. The choice made by the students pertaining to the functional area and the sectorial area in Semester-III shall remain unchanged in Semester-IV and the students will have no option to change the same in Semester-IV.

#### Compulsory Courses:

Sr. No.	Course/ Subject Title	Credits
1.	Strategic Management (SM)	3
2.	Legal Aspects of Business (LAB)	3
3.	New Enterprise and Innovation Management (NE&IM)	3
<b>40 Sessions of 75 Minutes per Course</b>		<b>Total 9</b>

#### Functional Areas:

##### I Marketing

Sr. No.	Course/ Subject Title	Credits
1.	Consumer Behaviour and Marketing Research (CB&MR)	3
2.	Integrated Marketing Communication (IMC)	3
3.	Sales and Distribution Management (SDM)	3
<b>40 Sessions of 75 Minutes per Course</b>		<b>Total 9</b>

## II Finance

<b>Sr. No.</b>	<b>Course/ Subject Title</b>	<b>Credits</b>
1.	Corporate Taxation & Financial Planning (CT&FP)	3
2.	Management of Financial Services (MFS)	3
3.	Security Analysis and Portfolio Management (SAPM)	3

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**40 Sessions of 75 Minutes per Course      Total      9**

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## III Human Resource

<b>Sr. No.</b>	<b>Course/ Subject Title</b>	<b>Credits</b>
1.	Change Management and Organizational Development (CM&OD)	3
2.	Compensation Management (CM)	3
3.	Management of Industrial Relations and Labour Legislations (MIR&LL)	3

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**40 Sessions of 75 Minutes per Course      Total      9**

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## IV Information System

<b>Sr. No.</b>	<b>Course/Subject Title</b>	<b>Credits</b>
1.	Database Management (DM)	3
2.	System Analysis and Design (SA&D)	3
3.	Technology and Business (T&B)	3

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**40 Sessions of 75 Minutes per Course      Total      9**

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**Sectorial Area:**

There are 40 sessions of 75 minutes per course and having a credit of three. (Each student will opt for any one of the sectorial areas). The choice of sector is independent of the functional elective.

**I      Retailing Sector**

**II     Pharmaceutical and Healthcare Sector**

**III    Rural and Cooperative Sector**

**IV    Public Systems and Policy**

**V     Banking and Insurance**

**MBA-II Semester-III  
Strategic Management (SM)**

**1. Course Objectives:**

The content of this course is designed to provide an integrated view of the functional areas and to acquaint them with the strategic management process. The subject would thus offer students the opportunity to exercise qualities of judgement and help them to develop a holistic perspective of the management of organizations. The specific objectives of this course are:

- 1) To familiarize the learners with the concept of strategic management and understand the significance of managing the business strategically in the current business environment
- 2) To familiarize the learners with the strategies at corporate, business and functional levels
- 3) To understand and analyse the firm's external environment, the resources and thus carrying out SWOT analysis for strategy formulation
- 4) To understand the process of strategy implementation and the challenges of managing a change
- 5) To understand strategic control system to monitor the strategy implementation process
- 6) To get acquainted with various strategies adopted by firms to successfully compete with their rivals

**2. Course Duration:**

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

**3. Course Contents:**

<b>Module No.</b>	<b>Module / Sub-Modules</b>	<b>Sessions</b>	<b>Marks (20% of 70 each)</b>
<b>I</b>	<p><b>Strategic Management:</b> An Introduction; Stakeholders in Business; The I/O Model and Resource-based Model of Above Average Return, Vision, Mission and Purpose; Business Model and Strategy</p> <p><b>Environmental Analysis:</b> External and Industry Environmental Analysis using PEST and Porter's Five-Force Model, Understanding concepts such as Key Success Factors; Driving Forces, Strategic Group Mapping;</p>	<b>8</b>	<b>14</b>
<b>II</b>	<p><b>Internal Analysis:</b> Concept of Value Chain, SWOT Analysis; Resources, Capabilities and Competencies, Distinctive Competence and Core Competence of Organizations; Competitive</p>	<b>8</b>	<b>14</b>

	Advantage and Sustainable Competitive Advantage;		
<b>III</b>	<p><b>Strategy Formulation;</b> Strategy formulation at Business and Corporate levels, Diversification, Strategic Alliance and Joint Ventures; Mergers &amp; Acquisitions; International Business Strategies.</p> <p><b>Case: AXIS Bank:</b> Banking on Technology and Market Segments for Competitive Space (T1) / ONGC's Growth Strategy (T2) / Maruti Udyog Ltd.: The Competition Ahead (T3)</p>	<b>8</b>	<b>14</b>
<b>IV</b>	<p><b>Nuances of Strategy Implementation:</b> Operationalising the strategy, Functional Strategies and Policies, Institutionalising the Strategy, Matching Structure and Strategy, Strategic Leadership and Organization Culture; Management of Change.</p> <p><b>Case: Manpower Australia: Using Strategy Maps and the Balanced Scorecard Effectively (T1) / Louis V. Gerstner Jr.: The Man who Turned IBM Around (T2) /</b></p>	<b>8</b>	<b>14</b>
<b>V</b>	<p><b>Strategic control:</b> Operations Control and Strategic Control; Measurement of Performance; Balanced Scorecard., Ethics, Corporate governance and Social Responsibilities.</p> <p><b>Case: Tata Steel: A Century of Corporate Social Responsibilities (T2) / Jack Welch and the General Electric Management System (R1)</b></p>	<b>8</b>	<b>14</b>

#### 4. Teaching Methods:

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

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

## 5. Evaluation:

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

A	Assignments / Presentations/ Quizzes / Class Participation / etc.	Weightage 10% (Internal Assessment)
B	Mid-Semester Examination	Weightage 20 % (Internal Assessment)
C	End-Semester Examination	Weightage 70% (External Assessment)

## 6. Basic Text Books:

Sr. No.	Author/s	Title of the Book	Publisher	Edition and Year of Publication
T1	Arthur A. Thompson, A. J. Strickland, John E. Gamble and Arun K. Jain	Crafting and Executing Strategy: The Quest for Competitive Advantage – Concept and Cases	Tata McGraw-Hill, New Delhi	16 <sup>th</sup> Edition, 2010
T2	Michael Hitt, Robert E. Hoskisson, and R. Duane Ireland	Management of Strategy: Concepts and Cases	Cengage Learning	1 <sup>st</sup> Indian Reprint, 2007
T3	Robert Grant	Contemporary Strategic Management	Wiley India Pvt. Ltd.	6 <sup>th</sup> edition, 2009

## 7. Reference Books:

Sr. No.	Author/s	Title of the Book	Publisher	Edition and Year of Publication
R1	Azhar Kazmi	Strategic Management and Business Policy	Tata McGraw-Hill	3 <sup>rd</sup> Edition, 2009
R2	Gerry Johnson, Kevan Scholes and ricard Whittington	Exploring Corporate Strategy: Text and Cases	Pearson Education	2 <sup>nd</sup> Impression
R3	Michael Porter	Competitive Advantage: Creating and Sustaining Superior Performance	Free Press	1985
R4	Peter Fitzroy and James M. Herbert	Strategic Management: Creating Value in a Turbulent World	Wiley India Pvt. Ltd.	Wiley India Edition, 2008



R5	P. Subba Rao	Business Policy and Strategic Management	Himalaya Publishing House	1 <sup>st</sup> Edition, 2007
R6	Pankaj Ghemawat	Strategy and Business Landscape	Pearson Education	3 <sup>rd</sup> Impression
R7	Avinash Dixit and Barry J. Nalebuff	Thinking Strategically: The Competitive Edge in Business, Politics, and Everyday Life	Viva Books	1 <sup>st</sup> Edition, 2010
R8	Richard Lynch	Corporate Strategy	Pearson Education	1 <sup>st</sup> Impression, 2007
R9	John Parnell	Strategic Management: Theory and Practice	Biztantra, New Delhi	2003
R10	Robert Grant	Contemporary Strategic Management: Case Studies	Wiley India Pvt. Ltd.	6 <sup>th</sup> Edition, 2009
R11	Upendra Kachru	Strategic Management- Concept and Case	Excel Books	2006
R12	Jay B Barney & William S. Hesterly	Strategic Management And Competitive Advantage- Concept and Cases	Pearson Education	2008
R13	Charles W. L. Hill & Gareth R. Jones	An Integrated approach to Strategic Management	Cengage Learning	2008
R14	C Apparao, B.P.Rao & K Shivaramakrishna	Strategic Management and Business Policy	Excel Books	2008
R15	Gordon Walker	Modern Competitive Strategy	Tata McGraw hill	2 <sup>nd</sup> edition 2008
R16	Vipin gupta, K. Gollakota and R. Srinivasan	Business Policy & Strategic Management- Concepts and Applications	PHI	Revised Second Edition, 2009

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

1. Harvard Business Review
2. Vikalpa – A Journal for Decision Makers
3. Management Review

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

## 9. Session Plan:

### Strategic Management

Sessions	Topics
1-2	Strategic Management: An Introduction; Stakeholders in Business; The I/O Model and Resource-based Model of Above Average Return Vision, Mission and Purpose; Business Model and Strategy
3-4	Environmental Analysis: External and Industry Environmental Analysis using PEST Model
5-6	Environmental Analysis: External and Industry Environmental Analysis using Michael Porter's Five-Force Model
7-8	Understanding concepts such as Key Success Factors; Driving Forces, Strategic Group Mapping;
9-10	Internal Analysis: Concept of Value Chain, Competence, Distinctive Competence and Core Competence; Competitive Advantage and Sustainable Competitive Advantage;
11-12	SWOT Analysis
13-14	Strategy Formulation: Strategy formulation at Business and Corporate levels, Diversification
15-16	Strategic Alliance and Joint Ventures;
17-18	Mergers & Acquisitions; International Business Strategies.
19-20	Case: AXIS Bank: Banking on Technology and Market Segments for Competitive Space (T1) / ONGC's Growth Strategy (T2)
21-22	Nuances of Strategy Implementation: Operationalising the strategy, Functional Strategies and Policies,
23-24	Institutionalising the Strategy, Matching Structure and Strategy
25-26	Strategic Leadership and Organization Culture
27-28	Management of Change.
29-30	Case: Manpower Australia: Using Strategy Maps and the Balanced Scorecard Effectively (T1) / Louis V. Gerstner Jr.: The Man who Turned IBM Around (T2) /
31-32	Strategic control: Operations Control and Strategic Control
33-34	Measurement of Performance; Balanced Scorecard.
35-36	Ethics, Corporate Governance and Social Responsibilities.
37-38	Case: Tata Steel: A Century of Corporate Social Responsibilities (T2)
39-40	Review and Integration

**MBA II/ Semester III**  
**Legal Aspects of Business (LAB)**

**1. Course Objectives:**

The objectives of the course are:

1. To sensitize the students as also help they appreciate the overall legal framework within which business activities are carried out.
2. To create awareness in respect of rules and regulations affecting various managerial functions.

**2. Course Duration:**

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

**3. Course contents:**

The course will contain following modules:

<b>Module No.</b>	<b>Modules / Sub-Modules</b>	<b>Sessions</b>	<b>Marks (20% of 70 each)</b>
<b>I</b>	<b>Indian Contract Act – 1872</b> -General Principles of Contract Act- Sections 1 TO 75 of the act Introduction, Essentials of a valid contract, performance and discharge of a contract, remedies on breach of a contract, Quasi contracts, etc	8	14
<b>II</b>	<b>Specific Contracts</b> -Sections124 TO 238(Bare act) e.g. Indemnity, guarantee, bailment, pledge, agency, etc Rights & Duties of the respective parties, applications in the business world.	8	14
<b>III</b>	Companies act,1956 & Negotiable instruments Act,1881 (i) <b>Companies act, 1956.</b> Introduction, Formation of a company(M/A & A/A),Prospectus, Meetings, Appointment and removal of directors, etc. (ii) <b>Negotiable Instruments Act,1881</b> Negotiable Instruments Act – 1881 – Instruments, Types of Negotiable instruments and their essential features, Parties to negotiable instruments, Discharge of parties from liabilities, Dishonor of Cheques due to insufficiency of funds, etc.	8	14
<b>IV</b>	<b>Sales of Goods Act – 1930</b> , Consumer Protection act,1986 & Information Technology act,2000	8	14

	<p>(i) <b>Sale of Goods act, 1930-</b> Contract of sale and its features, conditions &amp; warranties, Rights of an unpaid seller, etc.</p> <p>(ii) <b>Consumer Protection Act, 1986</b> – Introduction, Consumer &amp; consumer disputes, Consumer protection councils, various consumer disputes redressal agencies.</p> <p>(iii) <b>Information Technology act, 2000</b> Introduction, Digital Signature, Electronic Governance, cyber crimes and remedies. Electronic records, Controlling and certifying authority, cyber regulation appellate tribunals.</p>		
<b>V</b>	<p>Intellectual Property Rights(IPRs) &amp; Environmental Laws</p> <p>(i) <b>Intellectual Property Rights(IPRs)</b> Introduction, their major types like Patents, Trademarks, Copyrights, Industrial designs, etc. Important provisions. With respect to registration, renewal, revocation, remedies in case of infringement, etc.</p> <p>(ii) <b>Environmental Laws</b> Introduction, Major laws like Air pollution, Water pollution, Environment protection, Powers of Central &amp; State Governments, various offences &amp; penalties, Role of Judiciary, Environment Impact Assessment(EIA), etc.</p>	8	14

#### 4. Teaching Methods:

The course will use the following pedagogical tools:

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

#### 5. Evaluation:

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

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weightage 10% (Internal Assessment)
B	Mid-Semester examination	Weightage 20 % (Internal Assessment)
C	End –Semester Examination	Weightage 70% (External Assessment)

## 6. Text Books:

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
T1	Prof Akhileshwar Pathak	Legal Aspects of Business	Tata McGraw Hill	4 <sup>th</sup> Edition
T2	N. D. Kapoor,	Mercantile Law	Sultan Chand & Sons	Latest Edition
T3	S S Gulshan	Business Law	Excel	3 <sup>rd</sup> Edition

## 7. Reference Books:

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
R1	L Bently & B Sherman	Intellectual Property Law	Oxford	3 <sup>rd</sup> Edition 2009
R2	S S Gulshan	Company law	Excel	2 <sup>nd</sup> Edition
R3	Pollock & Mulla.	Indian Contract act-Vol I & II	Lexis Nexis	Latest Edition
R4	Ramaswamy, B S	Contracts and their management	Lexis Nexis	Latest Edition
R5	Balakrishna, Justice Eradi	Consumer protection Jurisprudence	Butterworths India	Latest Edition
R6	Vinod V Sople	Managing Intellectual Property- The Strategic Perspective	PHI	Latest Edition
R7	Ravindra Kumar	Legal Aspects of Business	Cengage	2009 Edition
R8	Prof.(Cmde) P K Goel	Business Law for Managers	Biztantra	2010 Edition
R9	K. R. Bulchandani	Business Laws for management	Himalaya	5th Edition
R10	Bare Acts where ever required.			

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

It is requested that students are enabled to understand and appreciate the applications of various business laws in various managerial functions. This may be ensured by asking them to study and prepare assignments on different business laws as applicable to their functions.

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

## 9. Session plan

### Legal Aspects of Business (LAB)

Session no.	Topic
1	<b>Introduction to Indian Contract Act – 1872</b> - General Principles
2-4	Review of Sections 1 TO 75 of the act
5-6	Essentials of a valid contract, Performance and discharge of a contract,
7-8	Remedies on breach of a contract, Quasi contracts
9-10	<b>Specific Contracts</b> -Sections 124 TO 200(Bare act) e.g. Indemnity, guarantee, bailment, pledge, agency, etc.
11-12	<b>Specific Contracts</b> -Sections 201 TO 238(Bare act)
13-14	Rights & Duties of the respective parties,
15-16	Applications in the business world.
17-18	Companies act, 1956 & Negotiable instruments Act, 1881
19-20	<b>Companies act, 1956.</b> Introduction, Formation of a company(M/A & A/A), Prospectus, Meetings, Appointment and removal of directors, etc.
21-22	<b>Negotiable Instruments Act, 1881</b> Instruments, Types of Negotiable instruments and their essential features,
23-24	Parties to negotiable instruments, Discharge of parties from liabilities, Dishonor of Cheques due to insufficiency of funds, etc.
25-26	<b>Sales of Goods Act – 1930</b> , Consumer Protection act, 1986 & Information Technology act, 2000
27-28	<b>Sale of Goods act, 1930-</b> Contract of sale and its features, conditions & warranties, Rights of an unpaid seller, etc.
29-30	<b>Consumer Protection Act, 1986</b> – Introduction, Consumer & consumer disputes, Consumer protection councils, various consumer disputes redressed agencies.
31-32	<b>Information Technology act, 2000</b> Introduction, Digital Signature, Electronic Governance, cyber crimes and remedies. Electronic records, Controlling and certifying authority, cyber regulation appellate tribunals.
33	Intellectual Property Rights(IPRs) & Environmental Laws
34-36	<b>Intellectual Property Rights(IPRs)</b> Introduction, their major types like Patents, Trademarks, Copyrights, Industrial designs, etc. Important provisions. With respect to registration, renewal, revocation, remedies in case of infringement, etc.
37-39	<b>Environmental Laws</b> Introduction, Major laws like Air pollution, Water pollution, Environment protection, Powers of Central & State Governments, various offences & penalties, Role of Judiciary,
40	Environment Impact Assessment (EIA)

**MBA III Semester - III**  
**New Enterprise and Innovation Management (NE & IM)**

**1. Objectives:** The objectives of the course are:

1. Help students assess their entrepreneurial potential and develop the confidence to venture into challenging career of entrepreneurship.
2. To create and urge among them to become entrepreneurial manager should they decide to take up job as a manager in an organization.
3. Prepare a bankable business plan which can be considered prerequisite for starting and obtaining finance particularly from venture finance, public issue etc.
4. Understand aspects of starting a new venture.
5. To help them understand and appreciate challenges of starting and managing new ventures
6. Frame and develop start up strategies Understand issues and problem pertaining to growth stage including delegation, formalization of system and HR issues.

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

**3. Course contents:** The course will contain following modules:

Module No.	Topics/ Sub topics	Sessions	Marks
I	<b>Entrepreneurship:</b> Entrepreneurship and enterprise: concept, Role in economic development. Entrepreneurial competencies: awareness, assessment & development. Simulation Exercise on goal setting in entrepreneurship. Entrepreneurial and intrapreneurial mind. International entrepreneurship opportunities	8	14
II	<b>Business Plan:</b> Emerging business opportunities: Sources and assessment. Business plan: concept, methods, analysis and interpretation. Source of external finance, short term as well as long term. Informal risk capital and venture capital. Financial statements, BEP, Ratios and project appraisal criteria's, Feasibility studies – Financial, Technical, Environmental, Marketing.	8	14
III	<b>Start Up:</b> Institutional support to start up and incentives for SSI. statutory obligation in starting a unit ( general like Income tax, VAT, CST or GST, service tax,	8	14



	excise and customers, labour laws, etc ). Start up Strategy. Dealing with outside agencies like consultant, contractors etc. Key marketing issue of new venture. Starting a Franchising business. Starting an e-commerce venture. Buying a running business.		
<b>IV</b>	<b>Managing Growing Venture</b> Growth, objective and strategy. Managing growth. Accessing resource from external sources for financing growth including public issue. Merger, amalgamation, joint venture, collaboration and selling business.	8	14
<b>V</b>	<b>Innovation Management</b> Innovation management an introduction. Organizational setup that facilitate innovations. Management of research and development. Strategic alliances and networks. Developing effective implementation mechanisms. Presentation of innovations assignment.	8	14

#### 4. Teaching Methods:

The course will use the following pedagogical tools:

- (a) Lectures (50%)
- (b) Simulation exercise .like managerial games, role play etc, (10%)
- (c) Experience sharing with entrepreneurs by visiting industry, guest talks and live projects. (10%)
- (d) Presentation by students on case analysis and project presentation. (30%)

#### 5. Evaluation:

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

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weightage 10% (Internal Assessment)
B	Mid-Semester examination	Weightage 20 % (Internal Assessment)
C	End –Semester Examination	Weightage 70% (External Assessment)

**6. Text Books:**

<b>Sr. No.</b>	<b>Authors</b>	<b>Name of the Books</b>	<b>Publisher</b>	<b>Edition &amp; Year of Publication</b>
T1	Robert D. Hisrich, Michael P Peters and Dean A Shepherd	Entrepreneurship	The McGraw-Hill Companies	6 <sup>th</sup> Edition or Latest Edition
T2	P. C. Jain	Hand book for New entrepreneurs	Oxford University Press	Latest Edition
T3	Paul Trot	Innovation Management and New product development	Pearson Education	4 <sup>th</sup> edition

**7. Reference Books:**

<b>Sr. No.</b>	<b>Authors</b>	<b>Name of the Books</b>	<b>Publisher</b>	<b>Edition &amp; Year of Publication</b>
R1	S. Nagendra and V. S. Manjunath	Entrepreneurship and Management	Pearson Education	2008
R2	P. Narayana Reddy	Entrepreneurship Text and Cases	Cengage	2010
R3	T. W. Zimmerer and N.M. Scarborough	Essentials of Entrepreneurship and Small Business Management	Prentice Hall	2002
R4	W. A. Sahlman, H.H. Stevenson, M. J. Roberts and Amar Bhide	Entrepreneurial Venture	Harvard Business School Press	1999
R5	B.M. Patel	Project Management Strategic Financial Planning Evaluation and Control	VIKAS	2000
R6	Jack M. Kaplan	Patterns of Entrepreneurship	Wiley	Latest Edition
R7	Bruce R. Barringer and R. Duane Ireland	Entrepreneurship successfully launching New	Pearson Education	2006

		ventures		
R8	Joe Tidd, John Bessant, and Keith Pavitt	Managing Innovation	Wiley	Latest Edition
R9	Peter F. Drucker Affiliated	Innovation and entrepreneurship	East –West News papers	Latest Edition
R10	Timmons, Spinelli	New Venture Creation Entrepreneurship for 21 <sup>st</sup> Century	TATA McGraw Hill	7 <sup>th</sup> Edition
R11	Nandan	Fundamental of Entrepreneurship	PHI	Latest Edition
R12	R. Gopal, Pradip Manjrekar	Entrepreneurship and Innovation Management	Excel	Latest Edition
R13	Poonam Charantimath	Entrepreneurship Development	Pearson	Latest Edition
R14	Bholanath Dutta	Entrepreneurship Management	Excel	Latest Edition

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

Business Standard, The Economic Times, Financial Express, Business Magazines like Business Today, journals like The journal of Entrepreneurship, Entrepreneurship and regional development, Journal of Business venturing, Small enterprise development, Entrepreneurship Theory and Practice.

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

## 9. Session plan

### New Enterprise and Innovation Management

Session no.	Topic
1	Entrepreneur, entrepreneurship and enterprise: concept, Role in economic development.
2-3	Entrepreneurial competencies: awareness, assessment & development.
4-5	Simulation Exercise on goal setting in entrepreneurship.
6-7	Entrepreneurial and intrapreneurial mind.
8	International entrepreneurship opportunities.
9	Emerging business opportunities: Sources and assessment.
10-11	Business plan: concept, methods, analysis and interpretation
12-13	Feasibility studies – Financial, Technical, Environmental and Marketing. Source of external finance, short term as well as long term
14-15	Informal risk capital and venture capital.
16	Financial statements, BEP, Ratios and project appraisal criteria's.
17	Institutional support to start up and incentives for SSI.
18	statutory obligation in starting a unit ( general like Income tax, VAT, CST or GST, service tax, excise and customers, labour laws, etc ).
19	Start up Strategy.
20	Dealing with outside agencies like consultant, contractors etc.
21	Key marketing issue of new venture.
22	Starting a Franchising business.
23	Starting an e-commerce venture.
24	Buying a running business
25-26	growth, objective and strategy
27-28	Managing growth.
29-30	Accessing resource from external sources for financing growth including public issue.
31-32	Merger, amalgamation, joint venture, collaboration and selling business.
33	Innovation management an introduction.
34	Organizational setup that facilitate innovations.
35	Management of research and development.
36	Strategic alliances and networks.
37	Developing effective implementation mechanisms.
38-39	Presentation of innovations assignment.
40	Assessing and improving innovations management performance.

**MBA III Semester III**  
**Consumer Behaviour and Marketing Research (CB & MR)**

**1. Course Objectives:**

The objectives of the course are:

1. To familiarize the students with the behavioural aspects of consumers.
2. To understand the internal forces, external influences and processes that go on to affect consumer behaviour, the challenges generated for the marketers and the strategies which could be implemented.
3. To understand the role of research in understanding the psychological and behavioural aspects of consumers.
4. To have an overview of the ever expanding role of Marketing Research in various business applications.
5. To understand the scope of marketing research in designing and implementing successful marketing strategies.
6. To acquire an appreciation of various analytical techniques and use of statistical software in marketing research.

**2. Course Duration:**

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

**3. Course contents:**

The course will contain following modules:

<b>Module No.</b>	<b>Modules / Sub-Modules</b>	<b>Sessions</b>	<b>Marks (20% of 70 each)</b>
<b>I</b>	<b>Understanding the Consumer:</b> Emergence of buyers' markets and growing importance of consumer. Consumer motivation, personality traits, and consumer perceptions. Theories of consumer learning, consumer attitudes and effect of communication on consumer behaviour. Consumer Research.	8	14
<b>II</b>	<b>Socio-cultural settings and Consumer Decision Making:</b> Family, reference group and social class influences on consumer decision making. Cultural, sub-cultural and cross cultural influences on consumer behaviour. Opinion leadership and diffusion of innovation.	8	14

III	<p><b>The Nature and Scope of Marketing Research:</b> Marketing Information System and Marketing Research. Problem definition, research objectives and hypotheses. Identifying information need and data source, primary and secondary sources of data.</p> <p>Research designs- Cross sectional and focus group designs. Exploratory, descriptive, and causal research designs. Measurement and Scaling in Marketing research</p>	8	14
IV	<p><b>Data Collection and Testing of Hypotheses:</b> Probabilistic and non probabilistic sampling procedures, sample size decisions. Designing the research instrument and data collection. Editing of data, data entry in electronic spread sheet/ data editor. Selecting statistical tests for nominal, ordinal and interval/ ratio data. General hypothesis testing procedure for parametric and nonparametric statistics (Analysis of Differences). Measurement of Associations between two nominal, ordinal and interval data. One-way ANOVA, completely randomized design (CRD).</p>	8	14
V	<p><b>Multivariate Data Analysis:</b> Analysis of Variance- Randomized block design (RBD), Latin square design (LSD), and Factorial design (FD). Using Statistical Software such as SPSS/ SYSTAT/ SAS for Correlation and Multiple Regression, Factor analysis, Discriminant and Logit Analysis, Cluster Analysis. Basic knowledge about Multidimensional and Conjoint analysis. Preparing a Research Report.</p>	8	14

#### 4. Teaching Methods:

The course will use the following pedagogical tools:

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

### 5. Evaluation:

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

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weightage 10% (Internal Assessment)
B	Mid-Semester examination	Weightage 20 % (Internal Assessment)
C	End –Semester Examination	Weightage 70% (External Assessment)

### 6. Text Books:

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

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
T1	Schiffman and Kanuk	Consumer Behaviour	Pearson	IX Edition
T2	Loudon & Della Bitta	Consumer Behaviour	Tata McGraw-Hill	IV Edition
T3	Blackwell and Engel	Consumer Behaviour	Cengage	Indian Edition
T4	Luck and Rubin	Marketing Research	PHI	VII edition
T5	Malhotra Naresh & Dash S	Marketing Research	Pearson	V Edition
T6	Aaker, Kumar, Day	Marketing Research	Wiley	IX edition

## 7. Reference Books:

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
R1	Majumdar Ramanuj	Consumer Behaviour: Insights from Indian Market	PHI	Latest Edition
R2	Hoyer, MacInnis and Dasgupta	Consumer Behaviour	Biztantra	Latest Edition
R3	Evans	Consumer Behaviour	Wiley Indian Edition	Latest Edition
R4	Peter and Olson	Consumer Behaviour & Marketing Strategy	Tata McGraw-Hill	Latest Edition
R5	Assael Henery	Consumer Behaviour and Marketing Action	Cengage	Latest Edition
R6	Lindquist Jay D	Consumer Behaviour	Cengage	Latest Edition
R7	Churchill A Gilbert Jr.	Marketing Research	Cengage	Latest Edition
R8	Burns and Bush	Marketing Research	Pearson	V Edition
R9	G C Beri	Marketing Research	Tata McGraw Hill	Latest Edition
R10	Rajendra Nargundkar	Marketing Research: Text and Cases	Tata McGraw Hill	Latest Edition
R11	Eshwaran Sunanda and Singh S	Marketing Research	Oxford	Latest Edition
R12	Cooper & Schindler	Marketing Research	Tata McGraw Hill	Special Indian Edition
R13	Bradley Niegel	Research: Tools and Technique	Oxford	Latest Edition
R14	Zikmund Babin	Marketing Research	Cengage	Latest Edition
R15	Coakes, Steed and Dzidic	SPSS 13.0 for Windows	Wiely Student Edition	Latest Edition



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

Journal of Consumer Research, Journal of Marketing Research, Journal of Consumer Behaviour, Business Magazines, other Indian Journals for Marketing and Research

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

**9. Session Plan:****Consumer Behaviour and Marketing Research**

<b>Session no.</b>	<b>Topic</b>
1	Understanding the consumer, Consumer research
2	Consumer Motivation: theories of motivation and consumer behaviour
3	Personality traits and consumer behaviour
4	Consumer perception, how to change perceptions
5	Consumer learning and impact on behaviour
6	Consumer attitude formation and changing attitudes
7	Communication and consumer behaviour
8	<a href="#">Feedback and review of module-1 / Case analysis</a>
9	Family and Reference group influence on consumer behaviour
10	Social class influence on consumer behaviour
11	Socialization and Influence of Culture on consumer behaviour
12	Subcultures and consumer behaviour
13	Cross cultural behaviour – an International perspective
14	Opinion leadership and diffusion of innovation
15	Consumer Decision Making-Levels of involvement and decision making
16	<a href="#">Feedback and review of module -2 / Case analysis.</a>
17	Basic and Applied research, Marketing research and Information system-meaning and scope, recurring and non recurring marketing problems.
18	Overview of Marketing Research process. Problem definition, research objectives and framing of hypotheses.
19	Information need and sources of data- primary and secondary sources.
20	Research designs. Cross sectional and focus group designs
21	Exploratory, descriptive and causal designs.
22-23	Measurement and Scaling in Marketing research
24	<a href="#">Feedback and review of module -3/ Case analysis</a>
25	Probabilistic and non-probabilistic sampling procedures. Sample size decision
26	Types of questionnaires and questionnaire designing
27	Data collection, data entry in electronic spread sheet, editing of data
28	Testing of Hypotheses- Parametric tests of difference
29	Testing of Hypotheses- Non parametric tests of difference
30	Testing of Hypotheses- Tests of Association
31	One way ANOVA Completely randomized design
32	<a href="#">Feedback and review of module -4 / Case analysis</a>
33-34	ANOVA- Randomized block design, Latin Square and Factorial Designs and their applications in MR
35-36	Multiple regression analysis, Logistic Regression analysis (LOGIT)
37-38	Factor Analysis, Cluster analysis
39	Introduction to Discriminant analysis, Multidimensional scaling and Conjoint analysis.
40	Feedback and review of module – 5 / Case analysis Analysis of Practical problems on computer

**MBA –II Semester III  
Integrated Marketing Communication (IMC)**

1. **Objectives:** The objectives of this course are:
  - 1) To familiarize the students with concepts and practices in marketing communication.
  - 2) To learn various communication tools and its effectiveness. in contemporary time, and
  - 3) Draw a lesson from that knowledge for better integration various marketing communication tools.
  - 4) Bring out creative ideas for effective marketing communication.
  
2. **Course Duration:**  
The total hours for teaching this course will be 50 hours which will be divided into 40 sessions of 75 minutes each.
  
3. **Course Content:**  
The course will contain following modules.

Module No.	Topics/ Sub topics	Sessions	Marks
I	<b>An Introduction to Integrated Marketing Communication (IMC):</b> Meaning and role of IMC in Marketing process, one voice communication V/s IMC. Introduction to IMC tools – Advertising, sales promotion, publicity, public relations, and event sponsorship; The role of advertising agencies and other marketing organizations providing marketing services and perspective on consumer behaviour	8	14
II	<b>Understanding communication process:</b> Source, Message and channel factors, Communication response hierarchy- AIDA model, Hierarchy of effect model, Innovation adoption model, information processing model, The standard learning Hierarchy, Attribution Hierarchy, and low involvement hierarchy Consumer involvement- The Elaboration Likelihood (ELM) model, The Foote, Cone and Belding (FCB) Model	8	14
III	<b>Planning for Marketing Communication (Marcom):</b> Establishing marcom Objectives and Budgeting for Promotional Programmes-Setting communication objectives, Sales as marcom objective, DAGMAR approach for setting ad objectives. Budgeting for marcom-Factors influencing	8	14

	budget, Theoretical approach to budgeting viz. Marginal analysis and Sales response curve, Method to determine marcom budget.		
<b>IV</b>	<b>Developing the Integrated Marketing Communication Programme:</b> Planning and development of creative marcom. Creative strategies in advertising, sales promotion, publicity , event sponsorships etc. Creative strategy in implementation and evaluation of marcom- Types of appeals and execution styles. Media planning and selection decisions- steps involved and information needed for media planning,	8	14
<b>V</b>	<b>Measuring Effectiveness and control of Promotional Programmes:</b> Meaning and importance of measuring communication effectiveness, The testing process, measuring the effectiveness of other promotional tools and IMC. The ethical, social, and legal aspects of advertising and promotion-, Social Communication Different legislative and self regulatory codes controlling advertising and promotions in India viz. advertising councils code, print media codes, broadcasting media codes and regulations governing sales promotion, packaging, direct marketing and internet marketing	8	14

#### 4. Teaching methods:

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

- a) Small case studies and discussions in the relevant areas of the subject
- b) Appropriate project work related to the study of some concepts for better understanding
- c) Class participation through case discussions and presentation regarding new developments in the subject area.
- d) Quizzes on regular basis.

## 5. Evaluation:

There will be continuous evaluation of the students on the bases of following methods

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weightage 10% (Internal Assessment)
B	Mid-Semester examination	Weightage 20 % (Internal Assessment)
C	End –Semester Examination	Weightage 70% (External Assessment)

## 6. Text Books:

Any book covering majority part of the syllabus can be selected as textbook. Any one of following books can be suggested as base book for the study of this subject.

However, students are also expected to refer books by other authors on the subject. They are also supposed to read regularly business magazines and journals related to the subject.

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
T1	George Belch, Michael Belch & Keyoor Purani	Advertising & Promotion- An Integrated Marketing Communications Perspective	TATA McGraw Hill	Latest Edition
T2	Kruti Shah and Alan D'Souza	Advertising & Promotions: An IMC perspective	TATA McGraw Hill	Latest Edition
T3	Terence A. Shimp Pub.	Advertising & Promotion: An IMC approach	Cengage Learning	Latest Edition

## 7. Reference Books:

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
R1	Kenneth Clow and Donald Baack.	Integrated Advertising, Promotion, and marketing Communication	Pearson	Latest Edition
R2	S H H Kazmi and Satish K Batra	Advertising & Promotions,	Excel	Latest Edition
R3	Aakar, Batra and Myers	Advertising Management,	Prentice	Latest Edition
R4	Jaishri Jethwaney & Shruti Jain	Advertising Management-.	Oxford	Latest Edition
R5	Thomas O'Guinn, Allen and Semenik	Advertising Management- with integrated brand Promotion	Cengage Learning	Latest Edition
R6	Sharma and Singh	Advertising: Planning and Implementation	PHI Learning	Latest Edition
R7	Wells Moriarty and Burnett	Advertising; Principles and practice	Pearson	Latest Edition
R8	Tom Duncan	Principles of Advertising & IMC	TATA McGraw Hill	Latest Edition
R9	Richard J. Semenik	Promotion and Integrated Marketing Communication,	Thomsom	Latest Edition
R10	William Arens	Contemporary Advertising	TATA McGraw Hill	Latest Edition

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

Journal of Advertising, Journal of Marketing, Indian Journal of Marketing, Indian Management, Journal of Consumer Behaviour

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

**9. Session Plan:  
Integrated Marketing Communication**

<b>Session No.</b>	<b>Topics/ Sub topics</b>
<b>1-2</b>	<b>An Introduction to Integrated Marketing Communication:</b> Meaning and role of IMC in Marketing process, one voice communication V/s IMC.
<b>3-5</b>	Introduction to IMC tools – Advertising, sales promotion, publicity, public relations, and event sponsorship;
<b>6-7</b>	The role of advertising agencies and other marketing organizations providing marketing services and perspective on consumer behaviour
<b>8</b>	Feed back and review of Module- I & Case analysis
<b>9-12</b>	<b>Understanding communication process:</b> Source, Message and channel factors, Communication response hierarchy- AIDA model, Hierarchy of effect model, Innovation adoption model, information processing model, The standard learning Hierarchy, Attribution Hierarchy, and low involvement hierarchy
<b>13-15</b>	Consumer involvement- The Elaboration Likelihood (ELM) model, The Foote, Cone and Belding (FCB) Model
<b>16</b>	Feed back and review of Module- II & Case analysis
<b>17-19</b>	<b>Planning for Marketing Communication (Marcom):</b> Establishing marcom Objectives and Budgeting for Promotional Programmes-Setting communication objectives, Sales as marcom objective, DAGMAR approach for setting ad objectives.
<b>20</b>	Budgeting for marcom-Factors influencing budget, Theoretical approach to budgeting viz. Marginal analysis and Sales response curve, Method to determine marcom budget.
<b>21</b>	Feed back and review of Module- III & Case analysis
<b>22-24</b>	<b>Developing the IMC Programme:</b> Planning and development of creative marketing communication. Creative strategies in advertising, sales promotion, publicity etc.
<b>25-27</b>	Creative strategy in implementation and evaluation of marcom-Types of appeals and execution styles.
<b>28-29</b>	Media planning and selection decisions- steps involved and information needed for media planning,
<b>30</b>	Feed back and review of Module- IV & Case analysis
<b>31-34</b>	<b>Measuring Effectiveness and control of Promotional Programmes:</b> Meaning and importance of measuring communication effectiveness, The testing process, measuring the effectiveness of other promotional tools and IMC.
<b>35-39</b>	The ethical, social, and legal aspects of advertising and promotion-Different legislative and self regulatory codes controlling advertising and promotions in India viz. advertising councils code, print media codes, broadcasting media codes and regulations governing sales promotion, packaging, direct marketing and internet marketing
<b>40</b>	Feed back and review of Module- V & Case analysis

**MBA II Semester III**  
**Sales & Distribution Management (SDM)**

**1. Course Objective:**

The objective of this course is to help students understand the Sales & Distribution functions as integral part of marketing functions in a business firm. Globalization, increased competition, rapid changes in communication and information technology and need for higher level of customer orientation have made sales and distribution management extremely important. This course will make students appreciate the role of sales managers in the context of Indian economy with particular reference to essential consumer and industrial goods and services.

**2. Course Duration:**

The course will have 40 sessions of 75 minutes duration.

**3. Course Contents:**

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

<b>Module No.</b>	<b>Modules / Sub-Modules</b>	<b>Sessions</b>	<b>Marks (20% of 70 each)</b>
<b>I</b>	<b>Introduction to Sales &amp; Distribution Management:</b> Nature and scope of sales management, personal selling objectives, Types of sales management positions, Theories of personal selling, personal selling strategies, sales forecasting and budgeting decisions, emerging trends in selling, ethical leadership, case analysis.	8	14
<b>II</b>	<b>Personal Selling Process, Sales Territories &amp; Quotas:</b> Selling process, relationship selling, Designing Sales Territories, sales quotas and sales organisation structures, case Analysis	8	14
<b>III</b>	<b>Sales Force Management:</b> Recruitment and selection of sales force, Training, motivating and compensating the salesforce, controlling the salesforce, case analysis	8	14
<b>IV</b>	<b>Distribution Management:</b> Introduction, need and scope of distribution management, marketing channels strategy, levels of channels, institutions for channels- retailing wholesaling, designing channel systems, channel management, case analysis.	8	14
<b>V</b>	<b>Market logistics and supply chain management:</b> Definition & scope of logistics, Components of logistics, inventory & warehouse management, transportation, channel information systems, distribution	8	14



Module No.	Modules / Sub-Modules	Sessions	Marks (20% of 70 each)
	management in international markets, Case analysis.		

#### 4. Teaching Methods:

The course will use the following pedagogical tools:

- A. Concept Discussion
- B. Case Discussion
- C. Projects/ Assignments/ Quizzes/ Class Participation

#### 5. Evaluation:

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

A	Projects/ Assignments/ Quizzes/ Class Participation etc.	Weightage 10% (Internal Assessment)
B	Mid-Semester Examination	Weightage 20% (Internal Assessment)
C	End-Semester Examination	Weightage 70% (Internal Assessment)

#### 6. Text Books:

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
T1	Krishna K. Havaladar, Vasant M. Cavale	Sales & Distribution Management	Tata McGraw-Hill	Latest Edition
T2	Richard R. Still, Edward W. Cundiff, Norman A.P. Govoni	Sales Management : Decisions, Strategies & Cases	Pearson	Latest Edition
T3	Johnson F.M., Kurtz D.L., Scheuing E.E.	Sales Management: Concepts, Practice, and Cases	Tata McGraw-Hill	Latest Edition

## 7. Reference Books:

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
R1	David Jobber, Geoffrey Lancaster	Selling & Sales Management	Pearson	Latest Edition
R2	Tanner, Honeycutt, Erffmeyer	Sales Management	Pearson	Latest Edition
R3	Mark W. Johnston, Greg W. Marshall	Sales Force Management	Tata McGraw-Hill	Latest Edition
R4	William L. Cron, Thomas E. DeCarlo	Sales Management	Wiley	Latest Edition
R5	Dr. S. L. Gupta	Sales & Distribution Management	Excel	Latest Edition
R6	Panda Tapan K., Sahadev Sunil	Sales & Distribution Management	Oxford	Latest Edition

R7	Jackson, D.W. (Jr.); Cunningham, W. H. Cunninham, I.C.M.	Selling The Personal Force in Marketing	John Willey & Sons	Latest Edition
R8	Anne T. Coughlan, Erin Anderson, Louis W. Stern, Adel I El Ansary, R. C. Natarajan	Marketing Channels	Pearson	Latest Edition
R9	John L. Gattorna	Handbook of Logistics & Distribution Management	Jaico	Latest Edition

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

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

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

## 9. Session plan

### Sales and Distribution Management (SDM)

Session no.	Topic
1-3	Introduction to Sales & Distribution Management, Nature and scope of sales management, personal selling objectives, Types of sales management positions.
4-6	Theories of personal selling, personal selling strategies
7-9	Sales forecasting and budgeting decisions, emerging trends in selling, ethical leadership, case analysis, review and feedback of module 1
10-11	Personal Selling Process-prospecting, sales presentation, objection handling, closing the sale and post sales activities
12-14	Relationship selling, Designing Sales Territories, Sales Quotas
15-17	Sales organization structures, case Analysis, review and feedback of module 2
18-20	Recruitment and Selection of sales force, Training of sales force
21-23	Motivating and Compensating the salesforce, Controlling the salesforce
24-25	Case Analysis, review and feedback of module 3
26-28	Distribution Management, Introduction, Need and Scope of distribution Management, Marketing Channels strategy, levels of channels
29-31	Institutions for channels- Retailing and Wholesaling
32-34	Designing channel systems, Channel Management and control, case analysis, review and feedback of module 4
35-36	Definition & scope of logistics, Components of logistics
37-38	Inventory & Warehouse Management, Transportation, Channel Information Systems
39-40	Distribution management in international markets. Case analyses, review and feedback of module 5

**Suggested Case Studies:** PI Foods Ltd.-Managing Sales and Distribution, RK Consultants –Selling Consultancy Services, Swisflow Ltd - Hiring Salespeople, Snow White Paper Company, and Ashwin healthcare Ltd.

**MBA – II Semester - III**  
**Corporate Taxation & Financial Planning (CT&FP)**

**1. Course Objective:**

The course intends to equip students with the ability to apply corporate tax provisions and financial planning tools to corporate world. Corporate Taxation and financial planning are discussed in terms of to provide necessary inputs to the students for handling real life business problems efficiently using appropriate concepts of taxation laws. Students are appraised with the recent developments in tax structure in India unlike other countries. At the end of the course, they are expected to have learnt the tax provisions, financial planning & tax management.

**2. Course Duration:**

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

**3. Course Contents:**

<b>Module No.</b>	<b>Modules/Sub-Modules</b>	<b>Sessions</b>	<b>Marks (20% of 70)</b>
<b>I</b>	<b>Introduction: Income Tax (T1)</b> Basic Definitions Under Income Tax Act, Determination of Residential status & Incidence of tax – Individual, HUF, Firm & Company, Incomes exempt from tax, Basic understanding of the five heads of Income & Tax Computation for Individuals (Slab System) & Company, Income under the head “Salary” and Employee Remuneration Planning	8	14
<b>II</b>	<b>Business - Profession Income (T1)</b> Income under the head “ Profits and gains of business or profession” and its computation Basis of charge, Methods of Accounting, Specific Deductions, Specific Disallowances, Deemed Profit and its computation, Undisclosed Income & Investments, Section 43 C, 44 AD, 44AE, 44 AF, Problems of computation of Income from Business / Profession (Specific focus to company)	8	14
<b>III</b>	<b>Capital Gain &amp; Taxation of Companies(T1&amp;T2)</b> Income under the head “Capital gains”, Clubbing of Income, Set off and carry forward of losses, Deductions from gross total income. <b>(T1)</b> Computation of tax liability of companies, Minimum Alternate Tax on companies, Tax deduction/ collection at source, Double Taxation Avoidance Agreement Concept. <b>(T2)</b>	8	14

<b>IV</b>	<b>Tax &amp; Financial Planning – I (T2)</b> Concept of Tax planning, Tax Avoidance, Tax Evasion & Tax Management, Tax planning with respect to Setting up a new business, Tax planning with respect to location and nature of business, Tax planning with amalgamation, Tax planning with forms of business organization.	8	14
<b>V</b>	<b>Tax &amp; Financial Planning – II (T2)</b> Tax planning with respect to Financial management – Capital Structure Issues & Issues of Bonus Shares, Tax Planning with managerial decisions like make or buy, own or lease, capital budgeting decisions, Replacement Decisions, Contemporary Issues like Direct Tax Code and its implication to various Indian sectors, Budget Implications to Income Tax provisions.	8	14

(T1): Text Book 1 (T2): Text Book 2

#### 4. Teaching Methods:

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

- (1) Lectures & Discussions
- (2) Assignments & Presentations
- (3) Numerical Problems Solving

#### 5. Evaluation:

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

1.	Assignments / Presentations/ Quizzes / Class Participation etc.	10% (Internal Assessment)
2.	Mid – Semester Examination	20% (Internal Assessment)
3.	End - Semester Examination (Theory: Min. 20% & Practical: Min. 70%)	70% (External Assessment)

#### 6. Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
T1	Dr. Vinod K. Singhania & Dr. Monica Singhania	Students Guide to Income Tax	Taxmann Publication	Latest Edition
T2	Dr. Vinod K. Singhania & Dr. Monica Singhania	Tax Planning & Management	Taxmann Publication	Latest Edition
T3	Girish Ahuja & Ravi Gupta	Direct Tax Laws & Practice	Bharat Law House	Latest Edition

## 7. Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
R1	Dr. Vinod K. Singhania & Dr. Kapil Singhania	Direct Taxes – Law & Practice	Taxmann	Latest Edition
R2	Girish Ahuja & Ravi Gupta	Corporate Tax Planning & Management	Bharat Law House	Latest Edition
R3	Parthasarathy	Corporate Governance: Principles, Mechanisms & Practice	Wiley	Latest Edition
R4	E. A. Srinivas	Corporate Tax Planning	Tata McGraw Hill	Latest Edition
R5	H. P. Ranina	Corporate Taxation	Orient Law House	Latest Edition
R6	Paolo M. Panteghini	Corporate Taxation in a Dynamic World	Springer	Latest Edition
R7	John E. Karayan, Charles W. Swenson, and Joseph W. Neff	Strategic Corporate Tax Planning	Wiley	Latest Edition
R8	Michael H. Grosh	Choosing an Offshore: Cyber tax in the New Millennium	Orchard Hill	Latest Edition
R9	Herrington J. Bryce	Financial and Strategic Management for Nonprofit Organizations	Wiley	Latest Edition
R10	Das, Subhash Chandra	Corporate Governance In India : An Evaluation	PHI	Latest Edition

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

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

1. Business Standard
2. The Economic Times
3. The Chartered Accountant
4. The Chartered Secretary
5. Financial Express
6. Chartered Financial Analyst
7. Business World
8. Business Today

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

## 9. Session Plan:

### Corporate Taxation & Financial Planning (CT & FP)

Sessions No.	Topic
1	Introduction to Income-tax, Basic Definitions of Income-tax
2	Determination of Residential Status – Individual, HUF, Firm & Company
3	Incidence of Tax & Income Exempt from Tax
4	Basic Understanding – Five Heads of Income and Tax Computation for Individual (Slab System) & Company.
5-8	Income under the head “ Salary “ and Employee Remuneration Planning
9	Income under the head “ Profits and gains of business or profession” – Basis of charge & Methods of Accounting,
10-11	Income under the head “ Profits and gains of business or profession” – Specific Deduction & Specific Disallowances
12-13	Income under the head “ Profits and gains of business or profession” – Deemed Profit and its computation, Undisclosed Income & Investments, Section 43 C, 44 AD, 44AE, 44 AF
14-16	Income under the head “ Profits and gains of business or profession” – Problems of computation of Income from Business (specific focus to company)
17-19	Income under the head “ Capital Gains”
20	Clubbing of Income & Set – off and Carry forward of Losses
21	Deductions from Gross Total Income
22-23	Computation of Tax Liability of Companies, MAT on Companies
24	TDS – TCS Concept and Double Taxation Avoidance Agreement
25	Concept of Tax Planning – Tax Avoidance – Tax Evasion – Tax Management
26	Tax & Financial Planning with respect to Setting up a new business
27	Tax Planning with respect to location of business
28-29	Tax Planning with respect to nature of business
30	Tax Planning with Amalgamation of companies
31-32	Tax Planning with forms of Business Organization
33-34	Tax & Financial Planning with respect to Financial Management – Capital Structure & Issue of Bonus Shares
35-36	Tax & Financial Planning with respect to Managerial Decisions like Make or Buy & Own or Lease.
37-38	Tax & Financial Planning with respect to Managerial Decisions like Capital Budgeting Decisions & Replacement Decisions
39-40	Contemporary Issues Discussion: Direct Tax Code and its implications to various Indian Sectors, Budget implication to Income – Tax provisions.



**MBA II Semester III**  
**Management of Financial Services (MFS)**

**1. Course Objectives:**

The Financial Services include both the banking and non-banking services either based on fees or assets/funds. The content of this course is designed to provide basic understanding of the working of Indian financial systems and the management of non-banking financial services. The specific objectives of the course include:

- a. To familiarise the students with Indian financial systems.
- b. To equip the students with the theoretical and practical knowledge of different non-banking financial services.
- c. To develop the skills to run and manage different financial services as a manager/ entrepreneur.

**2. Course Duration:**

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

**3. Course contents:**

The course will contain following modules:

<b>Module No.</b>	<b>Modules / Sub-Modules</b>	<b>Sessions</b>	<b>Marks (20% of 70 each)</b>
<b>I</b>	Introduction to Indian Financial system, Reserve bank and financial system, structure of banking and non-banking companies, Introduction to different markets : Capital market, Money market, Primary Market, Secondary Market	8	14
<b>II</b>	Asset/Fund based financial services : Leasing, hire purchase	8	14
<b>III</b>	Consumer credit, factoring and forfeiting , Bill discounting, Housing finance, Insurance services, venture capital financing, Mutual fund services	8	14
<b>IV</b>	Merchant banking services : all services related to issue management	8	14
<b>V</b>	Credit rating, Stock broking, depositories, custodial services and short selling and securities lending and borrowing services, Credit cards	8	14

#### 4. Teaching Methods:

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

- Students can give weekly review of banking and insurance services which can be the part of internal assessment.
- A project on working of selected banking and insurance companies, their operation, performance of different schemes, etc. in different services could be done.

#### 5. Evaluation:

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

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weightage 10% (Internal Assessment)
B	Mid-Semester examination	Weightage 20 % (Internal Assessment)
C	End –Semester Examination	Weightage 70% (External Assessment)

#### 6. Text Books:

There are plenty of books available with good coverage of the syllabus. Apart from selecting a book from the list, students are also requested to refer financial dailies regularly. It is also advisable to watch business channels on T.V.

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
T1	M Y Khan	Financial Services	Tata McGraw Hill	Fifth edition,
T2	V. A. Avdhani	Financial Services in India	Himalaya	Latest Edition
T3	Bharti V. Pathak	The Indian Financial system – Market, Institutions and Services	Pearson	Latest Edition

## 7. Reference Books:

(Latest available editions should only be considered)

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
R1	Dr. R. Shanmugham,	Financial Services	Wiley	Latest Edition
R2	Justin Paul and Padmalatha Suresh,	Management of Banking and Financial Services	Pearson	Latest Edition
R3	Dr. S. Gurusamy,	Merchant Banking and Financial Services	Vijay Nicole Imprints Pvt. Ltd.	Latest Edition
R4	Anil Agashe	Financial Services, Markets and Regulations	Himalaya	Latest Edition
R5	Vasant Desai	Financial Markets and financial services	Himalaya	Latest Edition
R6	H R Machiraju,	Indian Financial System	Vikas	Latest Edition
R7	Clifford Gomez,	Financial Markets, Institutions and financial Services	PHI	Latest Edition

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

Journal of Economic Times, Financial Report.

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

## 9. Session plan

### Management of financial services

Session no.	Topic
1-8	An Introduction to Indian financial System Reserve Bank and Financial system Financial system – Intermediation: Money market, capital market, Commodities market, etc
9-16	Leasing: Theoretical and regulatory framework Evaluation of leasing: lessor and lessee point of view Accounting and tax aspects of leasing Hire purchase finance
17-24	Factoring and forfeiting Bill discounting Housing finance Insurance services Venture capital financing Mutual fund services
25-32	Merchant banking services - Issue management – Intermediaries Issue management – Activities and procedure Pre issue and post issue obligations and other requirements
33-40	Stock broking services Custodial services Depository system Short selling and securities buying and selling Credit rating

**MBA II Semester III**  
**Security Analysis and Portfolio Management (SAPM)**

**1. Course Objectives:**

- a. To familiarise the students with various investment markets and functioning of markets.
- b. To equip the students with the theoretical and practical knowledge of capital market.
- c. To develop the skills for developing the portfolio constructions, revision, reconstruction and investment advisory.

**2. Course Duration:**

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

**3. Course contents:**

The course will contain following modules:

<b>Module No.</b>	<b>Modules / Sub-Modules</b>	<b>Sessions</b>	<b>Marks (20% of 70 each)</b>
<b>I</b>	Introduction to the landscape of investment. Define investment. Investment alternative. Discussion of assets- Innovative products- technological changes. Development in Indian capital markets. The process of investment trading- margin trading etc, types of orders. World markets. Various indices and its construction. Risk and return in investment. Real return-nominal return. Historical and expected return. Risk-valuation of risk. Sources of risk. Company stock market interest, inflation, credit risk. Portfolio risk. Power of diversification.	8	14
<b>II</b>	Security analysis and valuation. The fundamental analysis.EIC framework-economic analysis- variables tracked-industry analysis- variables tracked- company analysis- variables analysed. Equity valuation.DCF methodology-dividend discounting and free cash flow discounting. Sources of information and trouble shots of financial statements. Behaviour finance and efficient market theory and technical analysis. Tools and uses.	8	14
<b>III</b>	Fixed- income securities and derivatives. Investment in bonds. Structuring terms, valuation of bonds. Derivative market. Futures and options (F&O), future swaps.	8	14

<b>IV</b>	Portfolio management. Capital market theory. The CAPM and Marko Witz. Portfolio analysis, inputs for construction, portfolio selection.	8	14
<b>V</b>	Performance evaluation of portfolio, portfolio revision and portfolio management. Asset management companies: mutual funds. Performance evaluation of mutual funds.	8	14

#### 4. Teaching Methods:

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

- The suggested method is chalk and talk.
- Students can give weekly review of various markets which can be the part of internal assessment.
- A project on valuation of selected companies based on fundamental and technical analysis could be done.

#### 5. Evaluation:

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

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weightage 10% (Internal Assessment)
B	Mid-Semester examination	Weightage 20 % (Internal Assessment)
C	End –Semester Examination	Weightage 70% (External Assessment)

## 6. Text Books:

There are plenty of books available with good coverage of the syllabus. Apart from selecting a book from the list students are also requested to refer financial dailies regularly. It is also advisable to watch business channels on T.V.

<b>Sr. No.</b>	<b>Authors</b>	<b>Name of the Books</b>	<b>Publisher</b>	<b>Edition &amp; Year of Publication</b>
T1	Reilly/Rrown,	Investments-Analysis and Portfolio Management	Cengage Learning	Latest Edition
T2	Zvi Bodie, Alex Kane, Alan J Marcus and Pitabas Mohanty,	Investments	Tata McGraw Hill	Latest Edition
T3	M. Rangnatham and R. Madhumathi,	Investment Analysis and Portfolio Management	Pearson	Latest Edition

## 7. Reference Books:

(Latest available editions should only be considered)

<b>Sr. No.</b>	<b>Authors</b>	<b>Name of the Books</b>	<b>Publisher</b>	<b>Edition &amp; Year of Publication</b>
R1	Mark Hirschey and John Nofsinger,	Investment Analysis and Behaviour	TMH	Latest Edition
R2	Fischer and Jordon,	Security analysis and Portfolio Management	Pearson	Latest Edition
R3	Edwin Elton, Martin Gruber, Stephen	Modern portfolio: theory and investment analysis	Brown and William Goetsmann	Latest Edition
R4	Ranganatham and Madhumathi,	Investment Analysis and Portfolio Management	Pearson	Latest Edition
R5	Sudhindra Bhatt,	Security analysis and Portfolio Management	Excel	Latest Edition
R6	Gordon Alexander, William Sharpe and Jeffery Bailey,	Fundamental of Investments	Pearson	Latest Edition
R7	Geoffery Hirt and Stanley Block,	Fundamentals of investment Management	TMH	Latest Edition

R8	by Rohini Singh,	Security Analysis and Portfolio Management	Excel	Latest Edition
R9	David Luemberger,	Investment science	Oxford	Latest Edition
R10	Thomas Ho Sang Bin Lee,	Securities valuation, applications of financial modelling	Oxford	Latest Edition
R11	Jack Clark Francis,	Investments; Analysis and Management	Tata McGraw-Hill	Latest Edition
R12	Prasanna Chandra,	Investment Analysis and Portfolio Management	Tata McGraw-Hill	Latest Edition
R13	Russel Fuller and James Farrel,	Modern Investment and security analysis	Tata McGraw-Hill	Latest Edition
R14	V. A. Avadhani	Securities Analysis and Portfolio Management,	Himalaya	Latest Edition
R15	Preeti Singh,	Investment Management	Himalaya	Latest Edition

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

Journal of Security Analysis and Portfolio Management.

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



## 9. Session plan

### Security Analysis and Portfolio Management

Session no.	Topic
1-8	<p>The nature of investment decisions. The investment process. Discussion on alternative investments.</p> <p>Stock trading process, Indian capital markets reforms. Electronic trading, margin trading stock, commodity and other indices</p> <p>Types of trading. Visiting a stock trading terminal and discussion with day traders and other investors. Problems on margin calculation and unisex calculation.</p> <p>Risk and return. Definition of return holding period return, past and future return. Rise estimation measures of risk, sources of risk; Risk in the portfolio context. Systematic v/s non systematic risk. Problems on risk calculation.</p>
8-15	<p>Security Analysis. The top down approach. Economic Analysis. Industry analysis.</p> <p>Company Analysis and estimation of cash flows. Discussion on OCF application in stock valuation. Dividends and free cash flows. Solving problems.</p> <p>Technical Analysis. Tools and application. Drawing charts</p> <p>Behavioural finance and efficient market theory.</p>
16-23	<p>Fixed income securities and derivatives. Investment in bonds, types of sands, Investment process in bonds</p> <p>Derivatives: Introduction to futures and options. Types of derivatives. Risk management through derivatives. Valuation of derivatives. Investment strategies with the help of derivatives.</p>
24-31	<p>Theories of capital market. CAPM, Arbitrage theory and multifactor model</p> <p>Portfolio Analysis, Listing down data inputs, selection and construction of optimal portfolios</p> <p>Performance and evaluation of portfolios. Portfolio revision and portfolio management</p>
32-40	<p>Asset management companies. Closed and open end funds (mutual funds). Types of mutual fund. Performance evaluation of mutual funds. Sharpe, Treynor, Jensen, M2 Fama's Net Selectivity, etc</p>

**MBA II Semester III**  
**Change Management and Organizational Development (CM & OD)**

**1. Course Objective:**

To sensitize the students about how Organizations can be made more effective through improving its human resource. Develop basic behavioral science skills of the students as future practitioners of OD. Help Students understand and apply basic concepts and processes that form the core of Organization development.

**2. Course Duration:**

The course will have 40 sessions of 75 minutes duration.

**3. Course Contents:**

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

<b>Module No.</b>	<b>Modules / Sub-Modules</b>	<b>Sessions</b>	<b>Marks (20% of 70 each)</b>
<b>I</b>	Organization development and Reinventing the organization: Meaning and evolution of OD, Who Does OD, Organizational Culture and Socialization Process, Psychological Contracts, A Model for OD. Organizational renewal and Challenge of change: Challenges of Change, Organizational Renewal, The Systems approach top change, Socio technical System, Future Shock and Change, Organizational Transformation and development, OD: Planned Change Process. Change of the Organizational Culture: Creating a culture of change, Understanding corporate culture, Cultural resistance to change, tools for change, Goals and Values of OD	8	14
<b>II</b>	OD Practitioner: Role, Styles: Haphazard vs. planned change, External vs internal change agents, OD practitioner styles, The intervention process, Forming the Client-consultant relationship, creating and using of rules, the red flags practitioner-client relationship. Diagnosis Process: Diagnosing Problem areas, meaning of diagnosis, the data collection process, processing of collected data, Diagnostic models, and red flags in diagnosis. Overcoming Resistance to Change: Life cycle of resistance to change, Leading change, Model of change, Driving forces, restraining forces, Strategies of dealing with resistance	8	14

III	<p>Process Intervention Skills: Process interventions, Group process, types of process interventions, results of process interventions</p> <p>Strategies for OD Intervention: Basic Strategies to change, integration of change strategies, stream analysis, selecting OD interventions, Major OD intervention techniques. Empowerment and Interpersonal Intervention: Empowering the individuals and employees, Laboratory learning, Interpersonal styles, Career Life Planning Interventions</p>	8	14
IV	<p>Interventions for Team Development: Organizing around teams, need for team development, team development process, outdoor experiential laboratory training, role negotiation, role analysis</p> <p>Intergroup Development: Changing relationships, collaboration and conflict, Intergroup problems, managing conflicts of various levels</p> <p>Continuous improvement process, Job design, TQM and Self Managed Work Teams</p>	8	14
V	<p>High Performing Teams and Learning Organizations: system-wide interventions, Survey Research and feedback, Learning organizations, Reengineering, System-4 management, High performing systems, Grid-OD program, Third-wave Organizations</p> <p>OD, Organizational Transformation and Strategic Management: strategy and transformation, Organizational transformation, role of culture, strategic change management, changing the culture</p> <p>OD for Future: Organizations for the future, monitoring an stabilizing action programs, emerging issues and values, future trends in OD</p>	8	14

#### 4. Teaching Methods:

The course will use the following pedagogical tools:

- A. Concept Discussion
- B. Case Discussion
- C. Projects/ Assignments/ Quizzes/ Class Participation

### 5. Evaluation:

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

A	Projects/ Assignments/ Quizzes/ Class Participation etc.	Weightage 10% (Internal Assessment)
B	Mid-Semester Examination	Weightage 20% (Internal Assessment)
C	End-Semester Examination	Weightage 70% (Internal Assessment)

### 6. Text Books:

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
T1	Donald R. Brown and Don Harvey,	An experiential Approach to Organization Development	Pearson LPE	7th Edition Or Latest
T2	Wendell French and Cecil Bell	Organization Development: Behavioral Science Interventions for organization	PHI	5 <sup>th</sup> Edition Or Latest
T3	Worley	Organization Development and Change	Thomson	Latest Edition

### 7. Reference Books:

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
R1	Tupper cawsy	Tool kit for Organization Change	Sage	Latest Edition
R2		Managing Change & Transition	HB Press	Latest Edition
R3	Joan V. Gallos, Edgar H. Schein	Organization development: a Jossey-Bass reader	Wiley Publications	Latest Edition
R4	Robert Golembievsky	Organization Development: Ideas and Issues	Transaction Books, New Jersey	Latest Edition
R5	P. G. Aquinas	Organization Structure and Design	Excel	Latest Edition
R6	Deepak kumar	Organisational System, Design,	Himalaya	Latest Edition

		Structure and Management		
R7	Andriopoulos, Dawson	Managing Change, Creativity and Innovation	SAGE	Latest Edition
R8	Seth Allcorn	Organizational Dynamics and Intervention: Tools for Changing the Workplace	PHI	Latest Edition
R9	Mark Hughes	Change Management in Organizations	Jaico	Latest Edition
R10	Gary N. McLean	Organization Development: Principles, Processes, Performance	Berrett Koehler	Latest Edition
R11	Bhupen Srivastava	Organization Design & Development	Biztantra	Latest Edition

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

Journals of Organization Development, **Suggested Case Studies:** PI Foods Ltd.-Managing Sales and Distribution, RK Consultants –Selling Consultancy Services, Swisflow Ltd - Hiring Salespeople, Snow White Paper Company, and Ashwin healthcare Ltd.

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

## 9. Session plan

### Change Management and Organizational Development

Session no.	Topic
1-8	<p>Organization development and Reinventing the organization: Meaning and evolution of OD, Who Does OD, Organizational Culture and Socialization Process, Psychological Contracts, A Model for OD. Organizational renewal and Challenge of change: Challenges of Change, Organizational Renewal, The Systems approach top change, Socio technical System, Future Shock and Change, Organizational Transformation and development, OD: Planned Change Process. Change of the Organizational Culture: Creating a culture of change, Understanding corporate culture, Cultural resistance to change, tools for change, Goals and Values of OD</p>
9-16	<p>OD Practitioner: Role, Styles: Haphazard vs. planned change, External vs internal change agents, OD practitioner styles, The intervention process, Forming the Client-consultant relationship, creating and using of rules, the red flags practitioner-client relationship.</p> <p>Diagnosis Process: Diagnosing Problem areas, meaning of diagnosis, the data collection process, processing of collected data, Diagnostic models, and red flags in diagnosis. Overcoming Resistance to Change: Life cycle of resistance to change, Leading change, Model of change, Driving forces, restraining forces, Strategies of dealing with resistance</p>
17-24	<p>Process Intervention Skills: Process interventions, Group process, types of process interventions, results of process interventions</p> <p>Strategies for OD Intervention: Basic Strategies to change, integration of change strategies, stream analysis, selecting OD interventions, Major OD intervention techniques. Empowerment and Interpersonal Intervention: Empowering the individuals and employees, Laboratory learning, Interpersonal styles, Career Life Planning Interventions</p>
25-32	<p>Interventions for Team Development: Organizing around teams, need for team development, team development process, outdoor experiential laboratory training, role negotiation, role analysis</p> <p>Intergroup Development: Changing relationships, collaboration and conflict, Intergroup problems, managing conflicts of various levels</p> <p>Continuous improvement process, Job design, TQM and Self Managed Work Teams</p>
33-40	<p>High Performing Teams and Learning Organizations: system-wide interventions, Survey Research and feedback, Learning organizations, Reengineering, System-4 management, High performing systems, Grid-OD program, Third-wave Organizations</p> <p>OD, Organizational Transformation and Strategic Management: strategy and transformation, Organizational transformation, role of culture, strategic change management,</p> <p><b>OD for Future:</b> Organizations for the future, monitoring an stabilizing action programs, emerging issues and values, future trends in OD</p>

**MBA II Semester IV  
Compensation Management (HR Elective)**

**1. Course Objectives:**

To provide insights in to strategic choices in managing compensation. There have been several innovations in the field of Compensation. The courses will emphasis on this compensation model. The course also provides major Compensation issues in the context of current theory, research and practice. The practices illustrate new development and as well as established approaches to compensation decision.

**2. Course Duration:**

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

**3. Course contents:**

The course will contain following modules:

<b>Module No.</b>	<b>Modules / Sub-Modules</b>	<b>Sessions</b>	<b>Marks (20% of 70 each)</b>
<b>I</b>	Part I and Part II of Armstrong's book	8	14
<b>II</b>	Part III and Part IV <do>	8	14
<b>III</b>	Part V and VI <do>	8	14
<b>IV</b>	CM related Labour Laws- P K Padhi's book. (i) Payment of Wages Act, 1936. (ii) Minimum Wages Act, 1948. (iii) Payment of Gratuity Act, 1972. (iv) Payment of Bonus Act, 1965 (v) Equal Remuneration Act, 1976. (vi) Income tax act provisions with respect to salaried persons.	8	14
<b>V</b>	(i) Employees' State Insurance Act, 1948. (ii) Employees' P F & Misc Provisions Act, 1952. (iii) Workmen's Compensation Act, 1923. (iv) Maternity Benefits Act, 1981 (v) Unorganised Sector Workers' Social Security Act, 2008 (vi) Social Security Act (vii) Medclaim Policies and their salient features	8	14

#### 4. Teaching Methods:

The course will use the following pedagogical tools:

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

#### 5. Evaluation:

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

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weightage 10% (Internal Assessment)
B	Mid-Semester examination	Weightage 20 % (Internal Assessment)
C	End –Semester Examination	Weightage 70% (External Assessment)

#### 6. Text Books:

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
T1	Michael Armstrong	Armstrong's Handbook of Reward Management Practices- Improving Performance Through Reward(For Modules 1,2 and 3)	Kogan Page	3 <sup>rd</sup> Edition
T2	P K Padhi	Labour and Industrial Laws (For Modules 4 and 5- CM related Labor Laws)	PHI	2007 Edition
T3	Dipak Kumar Bhattacharyya	Compensation Management	Oxford	2009 Edition



## 7. Reference Books:

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
R1	Milkovich, Newman, Venkat Ratnam	Compensation	Tata McGraw Hill	9 <sup>th</sup> Edition
R2	Tapomoy Deb	Compensation Management- Text and Cases	Excel	2009 Edition
R3	Taxmann's	Labour Laws(Bare Acts)	Taxmann's	Latest Edition
R4	Mousumi Bhattacharya, Nilanjan Sengupta	Compensation Management	Excel	Latest Edition
R5	K. Bhatia	Compensation Management	Himalaya	Latest Edition
R6	Goel	Performance Appraisal and Compensation Management: A Modern Approach	PHI	Latest Edition
R7	Lance Berger and Dorothy Berger	The Compensation Handbook	McGraw Hill	Latest Edition
R8	Sharon Koss	Solving the Compensation Puzzle: Putting Together a Complete Pay and Performance System (Practical Hr Series)	SHRM	Latest Edition
R9	James F. Reda, Stewart Reifler, Laura G. Thatcher, and Philip R. Lochner	The Compensation Committee Handbook	Wiley	3rd Edition
R10	James D. Cotterman	Compensation Plans for Law Firms, Fourth Edition by	ALA	3rd Edition
R11	B D Singh	Compensation and Reward Management	Excel	Latest Edition

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

Journal of Compensation Management.

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

## 9. Session plan

### Compensation Management (HR Elective)

Session no.	Topic
1-4	An Overview of Reward Management, The Reward System, Total Reward, Strategic Reward, International Reward
5-8	Performance Management and Reward, Engagement and Reward, Financial and Non-financial Reward, Contingent Pay Scheme, Bonus Scheme, Team Pay, Rewarding for Business Performance, Recognition scheme
9-12	Valuing and Grading Jobs Pay levels, Job Evaluation Schemes, Equal Pay, Market Rate Analysis, Grade and Pay Structures
13-16	Rewarding Special Groups Rewarding Directors, Senior Executives, Sales, Services staff, Knowledge workers, manual workers,
17-20	Employee Benefit and Pension Scheme Employee Benefits, Flexible Benefits, Pension Scheme
21-24	The Practice of Reward Management Developing Reward System, Managing Reward System, Evaluating Reward System, Responsibility for Reward
25-28	Payment of Wages Act, 1936. Minimum Wages Act, 1948. Payment of Gratuity Act, 1972.
29-32	Payment of Bonus Act, 1965 Equal Remuneration Act, 1976. Income tax act provisions with respect to salaried persons.
33-36	Employees' State Insurance Act, 1948. Employees' P F & Misc. Provisions Act, 1952. Workmen's Compensation Act, 1923.
37-40	Social Security Act Maternity Benefits Act, 1981 Unorganised Sector Workers' Social Security Act, 2008 Mediclaim Policies and their salient features

**MBA II Semester III**  
**Management of Industrial Relations and Labour Legislations**  
**(HR Elective)**

**1. Course Objectives:**

- To help students understand the legal limitations in Human Resource Management.
- To help students understand and handle industrial relations.

**2. Course Duration:**

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

**3. Course contents:**

The course will contain following modules:

Module No.	Modules / Sub-Modules	Sessions	Marks (20% of 70 each)
<b>I</b>	Meaning, Definitions, Characteristics, Factors Affecting IR, Approaches to IR, Participation in IR, Objectives of IR and Human Relations, IR and Productivity, Various Dimensions of IR Case:(HMSI)P.674,IR, CS Venkata Ratnam	8	14
<b>II</b>	<b>Industrial Disputes Act, 1947</b> Introduction, Objectives, Definitions, Various Methods and Various Authorities under the act for resolution of industrial disputes eg methods of conciliation, adjudication and voluntary arbitration, Authorities like Works Committee, Conciliation officer, Court of Enquiry, Labour Court, Industrial Tribunal, National Tribunal, Provisions with respect to Strikes and Lockouts, Lay-off and retrenchment, Special provisions relating to lay-off, retrenchment and closure, offences and penalties, unfair labour practices, etc. Important Supreme Court Cases on industry, workman, strikes, retrenchment, etc. <b>Bombay Industrial Relations Act</b> Objectives, Scope, Types of Unions for the purpose of recognition of a trade union, Resolution of industrial disputes, provisions pertaining to standing orders, etc.	8	14

<p><b>III</b></p>	<p><b>Trade Unions Act,1926.</b> Introduction, meaning, definitions, nature of trade unions, trade union movement in India, problems of trade union, appointment of registrar, procedure for registration of a trade union, cancellation of registration, appeal, rights and Privileges of a registered TU, duties and liabilities, amalgamation, dissolution of TUs, offences and penalties, etc.</p> <p><b>Industrial Employment Standing Order Act, 1946</b> Introduction, Objectives, definitions, Model Standing Orders, Procedure for approval of standing orders, appeal, modification of standing orders, Certifying Officer, subsistence allowance, offences and penalties,</p>	<p>8</p>	<p>14</p>
<p><b>IV</b></p>	<p><b>Factories Act, 1948</b> Objectives, definitions, Provisions regarding Health, safety, Welfare of workers, hazardous processes, working hours, restriction on employment of women and children, annual leave with wages, offences and penalties, case law, etc.</p> <p><b>Shops and Establishment Act, 1948</b> Objectives, definitions, registration of establishments, health and safety, leave with pay, opening and closing hours, employment of children, young persons and women, offences and penalties, etc.</p> <p><b>Mines Act,1952</b> Objectives, definitions, Provisions regarding mining operations and management of mines, health, safety, welfare, working hours and limitation of employment, leave with wages, offences and penalties, etc</p> <p><b>Contract Labour(Regulation &amp; Abolition)Act, 1970</b> Application, Establishments, definitions, jurisdiction of government, Central and State advisory boards, registration of establishments and licensing of contractors, prohibition of employment of contract labour, welfare and health of contract labour, liabilities of the Principal employer, Inspecting Staff, offences and penalties, etc.</p>	<p>8</p>	<p>14</p>

<b>V</b>	<p><b>Collective Bargaining</b> Introduction, Definitions, Characteristics, Process of CB, Pre- requisites of a Successful CB, Types, Functions of CB, Factors Obstructing CB, CB in India, Assessment of CB in India, Suggestions for better functioning of CB</p> <p><b>Workers' Participation In Management</b> Concept, Objectives, evolution, Statutory and Non Statutory Forms of WPM, level of WPM, assessment of WPM in India, Necessary conditions for effective working of WPM</p> <p><b>Discipline</b> Meaning and definitions, Characteristics, Objectives of discipline, types of discipline, principles, procedure for disciplinary action, punishment, intervention by a tribunal, code of discipline in India</p> <p><b>Grievance Handling</b> Grievance Handling: Meaning, definitions, Causes, Importance of grievance handling, formal Grievance handling mechanism</p> <p><b>Sexual harassment of women in workplace</b> Nature of problem, Supreme Court's guidelines on this issue, etc.</p>	8	14
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#### 4. Teaching Methods:

The course will use the following pedagogical tools:

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

#### 5. Evaluation:

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

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weightage 10% (Internal Assessment)
B	Mid-Semester examination	Weightage 20 % (Internal Assessment)
C	End –Semester Examination	Weightage 70% (External Assessment)

## 6. Text Books:

<b>Sr. No.</b>	<b>Authors</b>	<b>Name of the Books</b>	<b>Publisher</b>	<b>Edition &amp; Year of Publication</b>
T1	C S Venkata Ratnam	Industrial Relations.	Oxford	2006 Edition
T2	P K Padhi- (For Labour Laws)	Labour and Industrial Laws	PHI	2007 Edition
T3	B D Singh	Industrial Relations and Labour Laws	Excel	2008 Edition

## 7. Reference Books:

(Latest available editions should only be considered)

<b>Sr. No.</b>	<b>Authors</b>	<b>Name of the Books</b>	<b>Publisher</b>	<b>Edition &amp; Year of Publication</b>
R1	S C Srivastava	Industrial Relations and Labour Laws	Vikas	2007 Edition
R2	B D Singh	Industrial Relations-Emerging Paradigms	Excel	2 <sup>nd</sup> Edition
R3	A M Sarma	Industrial Relations-Conceptual and Legal Framework	Himalaya	9 <sup>th</sup> Edition
R4	A M Sarma	Industrial Jurisprudence and Labour Legislation	Himalaya	6 <sup>th</sup> Edition
R5	Kathy Daniels-	Employee Relations in an organizational context	Jaico	2007Edition
R6	B D Singh	Labour Laws for Managers	Excel	2007Edition
R7	Mamoria	Dynamics of Industrial Relations	Himalaya	16 <sup>th</sup> Edition
R8	Taxmann's	Labour Laws		Latest Edition
R9	Harry Katz, Thomas Kochan, and Alexander Colvin	An Introduction to Collective Bargaining & Industrial Relations	Tata McGraw Hill	Latest Edition

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

Journal of Management of Industrial Relations, Human Capital.

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

## 9. Session plan

### Management of Industrial Relations (HR Elective)

Session no.	Topic
1-4	Meaning, Definitions, Characteristics, Factors Affecting IR, Approaches to IR, Participation in IR, Objectives of IR and Human Relations,
5-8	IR and Productivity, Various Dimensions of IR Case:(HMSI)P.674,IR, CS Venkata Ratnam
9-12	<b>Industrial Disputes Act, 1947</b> Introduction, Objectives, Definitions, Various Methods and Various Authorities under the act for resolution of industrial disputes eg methods of conciliation, adjudication and voluntary arbitration, Authorities like Works Committee, Conciliation officer, Court of Enquiry, Labour Court, Industrial Tribunal, National Tribunal, Provisions with respect to Strikes and Lockouts, Lay-off and retrenchment, Special provisions relating to lay-off, retrenchment and closure, offences and penalties, unfair labour practices, etc. Important Supreme Court Cases on industry, workman, strikes, retrenchment, etc.
13-16	<b>Bombay Industrial Relations Act(In Brief)</b> Objectives, Scope, Types of Unions for the purpose of recognition of a trade union, Resolution of industrial disputes, provisions pertaining to standing orders, etc.
17-20	<b>Trade Unions Act,1926</b> Introduction, meaning, definitions, nature of trade unions, trade union movement in India, problems of trade union, appointment of registrar, procedure for registration of a trade union, cancellation of registration, appeal, rights and Privileges of a registered TU, duties and liabilities, amalgamation, dissolution of TUs, offences and penalties, etc.
21-24	<b>Industrial Employment Standing Order Act, 1946</b> Introduction, Objectives, definitions, Model Standing Orders, Procedure for approval of standing orders, appeal, modification of standing orders, Certifying Officer, subsistence allowance, offences and penalties,
25-28	<b>Factories Act, 1948</b> Objectives, definitions, Provisions regarding Health, safety, Welfare of workers, hazardous processes, working hours, restriction on employment of women and children, annual leave with wages, offences and penalties, case law, etc. <b>Shops and Establishment Act, 1948</b> Objectives, definitions, registration of establishments, health and safety, leave with pay, opening and closing hours, employment of children, young persons and women, offences and penalties, etc.

29-30	<b>Mines Act,1952</b>
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	Objectives, definitions, Provisions regarding mining operations and management of mines, health, safety, welfare, working hours and limitation of employment, leave with wages, offences and penalties, etc
<b>31-32</b>	<b>Contract Labour(Regulation &amp; Abolition)Act, 1970</b> Application, Establishments, definitions, jurisdiction of government, Central and State advisory boards, registration of establishments and licensing of contractors, prohibition of employment of contract labour, welfare and health of contract labour, liabilities of the Principal employer, Inspecting Staff, offences and penalties, etc.
<b>33-36</b>	<b>Collective Bargaining</b> Introduction, Definitions, Characteristics, Process of CB, Pre- requisites of a Successful CB, Types, Functions of CB, Factors Obstructing CB, CB in India, Assessment of CB in India, Suggestions for better functioning of CB <b>Workers' Participation In Management</b> Concept, Objectives, evolution, Statutory and Non Statutory Forms of WPM, level of WPM, assessment of WPM in India, Necessary conditions for effective working of WPM
<b>37-39</b>	<b>Discipline</b> Meaning and definitions, Characteristics, Objectives of discipline, types of discipline, principles, procedure for disciplinary action, punishment, intervention by a tribunal, code of discipline in India <b>Grievance Handling</b> Grievance Handling: Meaning, definitions, Causes, Importance of grievance handling, formal Grievance handling mechanism
<b>40</b>	<b>Issue of sexual harassment of women in workplace.</b> Nature of the problem, issues involved, Supreme Court's guidelines as laid down in Vishakha's Case and followed in subsequent cases.

**MBA – II Semester - III  
Database Management (DM)**

**1. Objective:**

This course is design to impart knowledge of database management. This will help the students in understanding the issues which are required to be addressed at the time of database design and also make them understanding the management issues of database

**2. Course Duration:**

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

**3. Course Content:**

The course will contain following modules

<b>Module</b>	<b>Module and Sub-Modules</b>	<b>Sessions</b>	<b>Marks(20% of 70 each)</b>
<b>I</b>	File system, Hierarchical, Network, Relational, Entity-relationship model Entity-Relationship model : entity and entity sets, relationship, constraints, E-R diagrams, issues with E-R diagrams, design of tables from schemas, Data Models Association of data, Data model classification, Relational Model Data Views : Data abstraction, instances and schemas, Data models	8	15%
<b>II</b>	Introduction to DBMS DBMS three level, ANSI/SPARC architecture Basic concepts : data, information, metadata, definition of DBMS, entities, attributes, relationships, Data dependency Keys : Super key, Candidate key, Primary key, Alternate key, Foreign key Integrity Constraints: Entity Integrity, Referential Integrity Advantages and disadvantages of DBMS Client/Server Architecture : two and three tier architecture	6	20%
<b>III</b>	Database Languages : Data Manipulation Language (DML), Data Definition Language (DDL) Database system environment and utilities	6	15%

<b>IV</b>	Structure Query Language Data definition : create, alter, drop Data Manipulation : select, insert, update, delete Transaction control : commit, rollback, grant, revoke Query : from table, multiple tables, sub query, functions Virtual tables	12	40%
<b>V</b>	Introduction to recent trends XML, Data warehousing and mining, Distributed database, Multimedia database, Object Oriented Database	8	10%

#### 4. Teaching Methods:

The course will use the following pedagogical tools:

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

#### 5. Evaluation:

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

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weightage 10% (Internal Assessment)
B	Mid-Semester examination	Weightage 20 % (Internal Assessment)
C	End –Semester Examination	Weightage 70% (External Assessment)

#### 6. Text Books:

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
T1	Mark L. Gillenson	Fundamentals of Database Management Systems	Wiley	Latest Edition
T2	Jeffrey A. Hoffer, Mary Prescott and Heikki Topi,	Modern Database Management systems	Pearson	Latest Edition
T3	Rajesh Narang	Database Management Systems	PHI	Latest Edition

## 7. Reference Books:

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
R1	Bipin C. Desai,	Introduction to Database Systems	Galgotia	Latest Edition
R2	C.J. Date, A. Kannan, S. Swamynathan,	An Introduction to Database Systems	Pearson	Latest Edition
R3	Ramez Elmasri, S.B. Navathe	Fundamentals of Database Systems	Pearson	Latest Edition
R4	A. Silberschatz, H.F. Korth, S. Sudarshan,	Database System Concepts	Tata Mc Graw-Hill	Latest Edition
R5	Mark L. Gillenson, et al with Frank miller	Introduction to Database Management	Wiley	Latest Edition
R6	Peter Rob and Carlos Coronel,	Database System Concepts	Cengage Learning	Latest Edition

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

Computer Express, Chip, Data Quest,.

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

**9. Session Plan:****Database Management**

<b>Session no.</b>	<b>Topic</b>
<b>1 - 2</b>	File system, Abstraction & Data Integration,
<b>3 - 4</b>	Three Level Architecture Proposal for a DBMS: Mapping between views, Data Independence, Data Associations:
<b>5 - 8</b>	Data Models Classification: Entity-Relationship model: Entities, Relationships, Representation of Entities, Representation of Relationship Set, Generalization & Aggregation Relational Data Model, Network Data Model & Hierarchical Model
<b>9 - 12</b>	Components of a DBMS: Classification of DBMS Users, DBMS Facilities (Database Languages: Data Manipulation Language-DML, Data Definition Language-DDL), Structure of a DBMS
<b>13</b>	Advantages & Disadvantages of a DBMS
<b>14</b>	What is Client/Server Architecture
<b>15 - 17</b>	Keys: Super key, Candidate key, Primary key, Alternate key, Foreign key
<b>18 - 20</b>	Integrity Rules (Constraints)
	Entity Integrity Rule, Referential Integrity Rule
<b>21-34</b>	Structured Query Language (SQL): Data Definition: Create, Alter Drop Data Manipulation: Views: SQL
<b>35 - 40</b>	Introduction to New Trends: XML, Data warehousing and mining, Distributed database, Multimedia database, Object Oriented Database

**MBA – II Semester - III**  
**System Analysis and Design (SA & D)**

**1. Course Objective:**

Systems analysts need to know about computers and programming, but they also should know and have a desire to use computers to solve problems. When a new information system will be a solution to a problem, it is important to understand the problem itself. This is the essence of systems analysis—understanding and defining what it takes to solve the problem. There are often many alternative solutions that will solve the problem. These solutions must be identified and carefully evaluated. A solution is chosen based on a variety of factors. The best solution has the greatest benefits and the fewest risks. The chosen solution is defined in detail, and then it is implemented. This course is designed to impart understanding of the software analysis and its design. After completion of this course student will be able to analyze and design the software.

**2. Course Duration:**

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

**3. Course Content:**

The course will contain following modules

<b>Module</b>	<b>Module and Sub-Modules</b>	<b>Sessions</b>	<b>Marks (20% of 70 each)</b>
<b>I</b>	Foundations for System Development: Systems development Environment, The Systems Analysts skills, The Origin of Software, Nature and characteristics of software, sources of software, Managing the Information System Project	6	10
<b>II</b>	Systems Planning: Identifying and selecting systems development projects, Initiating and Planning systems Development Projects	8	10
<b>III</b>	System Analysis: Determining System requirements, structuring systems process requirements, structuring system logic requirements, structuring system data requirements	10	20
<b>IV</b>	System Design : Designing Databases, Designing forms and reports, designing interfaces and dialogues, finalizing design specifications, designing distributed and internet systems	10	20
<b>V</b>	Systems implementation and Maintenance : System Implementation, Maintaining Information systems, Unified Modeling Language, The Systems Analysts Toolkit – Communication Tools, CASE Tools, financial Analysis Tools, Project	6	10

	Management tools, Internet Resource tools		
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#### 4. Teaching Methods:

The course will use the following pedagogical tools:

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

#### 5. Evaluation:

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

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weightage 10% (Internal Assessment)
B	Mid-Semester examination	Weightage 20 % (Internal Assessment)
C	End –Semester Examination	Weightage 70% (External Assessment)

#### 6. Text Books:

Any book covering the above modules can be used. However, being a case based approach is appropriate for this course, text book one is suggested.

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
T1	Jeffrey A. Hoffer, Joey F. George and Joseph S. Valacich,	Modern Systems Analysis and Design	Pearson	5 <sup>th</sup> Edition
T2	Gary B. shelly, Thomas J. Cashman and Harry J. Rosenblant,	Systems Analysis and Design Methods	Cengage Learning	Latest Edition
T3	Alan Dennis, Barbara Haley Wixom and Roberta M.	Systems Analysis and Design	Roth, Wiley	4 <sup>th</sup> Edition,

## 7. Reference Books:

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
R1	Roger, Pressman,	Software Engineering	McGraw Hill	Latest Edition
R2	Kendal and Kendal	System Analysis and Design	PHI	Latest Edition
R3	Waman S. Jawadekar	Software Engineering Principles and Practice	Tata McGraw Hill	Latest Edition
R4	Alan Dennis, Barbara Haley Wixom, Roberta Roth	System Analysis and Design	Wiley	Latest Edition
R5	Valaciach, George, Hoffer,	Essentials of System Analysis and Design	PHI	Latest Edition
R6	Denis, Wixom, Tegarden,	System Analysis and Design with UML Version 2.0 An Object Oriented Approach	Wiley	Latest Edition
R7	Ned Kock,	Systems Analysis & Design Fundamentals- A business process redesign approach	Sage	Latest Edition
R8	Er. V. K. Jain	System analysis and Design	Dreamtech Press	Latest Edition

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

Computer Express, Chip, Data Quest,.

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



**9. Session Plan:**

**System Analysis and Design (SA &D)**

Session No.	Topics
1-8	Software Definition, Nature and characteristics of software, Types of software application legacy software, Software process Sources of software, Software Estimation Metrics Databases. , Estimation of Efforts and Scheduling, COCOMO, Cost Estimation Managing the Information systems project
9-17	PLANNING Identifying and selecting systems development projects Generic Process Model, Waterfall Model RAD Agile Development, Agile Process, Principles of Agile, Extreme Programming, Agile Process Models System Analysis
18-27	Principles of System Analysis, determining systems requirements, structuring systems process requirements, structuring systems logic requirements, Structuring systems data requirements System Modeling Structured System Analysis – Understanding of System Environment Work Flow Behavioral Model System Flow Chart SRS
28-33	System Design Design Development Process, Structural Design Methodology, Data Structure and Database Design, Input and Output Design, User Interface Design
34-40	System Implementation and Maintenance Object – Oriented Analysis and Design OOPs Basics Object oriented system development life cycle, , System Requirement Modelling, using 'USE CASES' Object Oriented Design Implementation, Modeling and Design using UML

**MBA-II Semester-III  
Technology and Business (T&B)**

**1. Course Objective:**

The objective of the course is to understand the use of technology to design and structure the organization. Knowing about the creation of alliances and partnerships that include electronic linkages. Identifying information and use of technology for Business Initiatives. Understanding the role of technology in under the current scenario of collaborations and clusters.

**2. Course Duration:**

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

**3. Course content:**

<b>Module No.</b>	<b>Modules/Sub-Modules</b>	<b>Sessions</b>	<b>Marks (20%of 70 each)</b>
<b>I</b>	Introduction: Understand the role of information Technology in an organization. Fundamental of Computers, Strategic initiatives for technology	8	14
<b>II</b>	Business Intelligence: Introduction, Technologies Enabling BI, Management and future of BI	8	14
<b>III</b>	Knowledge Management: Strategic KM, KM through Technology i.e.: KMS, Ethics and Information	8	14
<b>IV</b>	Enterprise Systems- CRM, SCM, ERP An overview ERP-Selection, Execution and future directions and trends, ES for SME's and MSME's	8	14
<b>V</b>	Creating and enhancing collaborative partnerships: An overview. Outsourcing: Concept, Kinds, latest trends. Emerging trends and technologies Security management of Information technology	8	14

#### 4. Teaching Methods:

The course will use the following pedagogical tools:

- (a) Discussion on concepts and issues on tactical use of IT in organization.
- (b) Case discussion covering a cross section of effective application of enterprise solutions and its advantages to firm by applying IT tools and techniques.
- (c) Projects/ Assignments/ Quizzes/ Class participation etc.

#### 5. Evaluation:

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

<b>A</b>	Projects/ Assignments/ Quizzes/ Class participation etc	Weightage 10% (Internal Assessment- 10 Marks)
<b>B</b>	Mid-Semester examination	Weightage 20 % (Internal Assessment-20 Marks)
<b>C</b>	End –Semester Examination	Weightage 70% (External Assessment-70 Marks)

#### 6. Text books (Latest Edition):

<b>Sr. No.</b>	<b>Authors</b>	<b>Name of the Books</b>	<b>Publisher</b>	<b>Edition &amp; Year of Publication</b>
T1	Efraim Turban Dorothy Leidner Ephraim Mclean James Wetherb	IT for Management- Transforming organization in the digital economy	Wiley	Latest Edition
T2	Haag, Philips	Business Driven Technology	TATA McGraw Hill	Latest Edition
T3	S. A. Kelkar	Strategic IT Management: A concise study	PHI Publication	Latest Edition

## 7. Reference Books:

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

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

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

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

**9. Session Plan:****Technology and Business (T&B)**

<b>Session no.</b>	<b>Topic</b>
<b>1-2</b>	Introduction: Understand the role of information technology in an organization
<b>3-5</b>	Fundamental of Computers, Strategic initiatives for technology
<b>6-8</b>	Business Intelligence: Introduction,
<b>9-10</b>	Technologies Enabling BI, Management and future of BI
<b>11-12</b>	Technologies Enabling BI, Management and future of BI
<b>13-14</b>	Knowledge Management: Strategic KM,
<b>15-16</b>	Knowledge Management Technology i.e.: KMS, Ethics and Information
<b>17-19</b>	Enterprise systems (ES): CRM, SCM, Enterprise Resource Planning: An overview, ERP-Selection
<b>20-22</b>	ERP- Execution and future directions and trends, ES for SME's and MSME's
<b>23-24</b>	Creating and enhancing collaborative partnerships
<b>25-26</b>	Outsourcing: Concept, Kinds, latest trends.
<b>27-30</b>	Outsourcing: Concept, Kinds, latest trends.
<b>31-32</b>	Emerging trends and technologies.
<b>33-34</b>	Emerging trends and technologies
<b>35-36</b>	Security management of Information technology
<b>37-39</b>	Security management of Information technology
<b>40</b>	Revision

## **MBA-II SEMESTER-III**

### **Retailing-I**

#### **1. Course Objectives:**

The basic objective of any marketing activity is to generate, satisfy and retain consumers by facilitating production, distribution and consumption functions of the society. Thus, it is a process consisting of a series of iterative and inter-related steps to effectively perform the above-mentioned functions. Retailing is one such step in the marketing chain of activities that facilitates the distribution function. Initially, it was considered as just another step in the marketing chain. However, as the competition started intensifying as an obvious offshoot of the globalization, firms started looking forward to ways to differentiate. Retailing being the final link in the vertical marketing channel that connects firms with their consumers, marketers thought of using it for differentiation and positioning. Reaching out to customers directly not only offers the firms an advantage of understanding the customers better but also affords an opportunity for deriving a substantial value addition. Retailing is no more an outgrowth of traditional marketing activity; rather it is recognized as an important business proposition in its own accord. Today, retailing has emerged as a discipline with a considerable amount of thinking and research being poured in to it. This course is intended to familiarize the students with the emerging and fast growing sectoral area and a business proposition. The specific objectives of this course are:

- 1) To familiarize the learners with the concept of modern retailing and understand the significance of retailing in the current business environment
- 2) To understand retailing as a business and various strategies the firms engaged in retailing business adopt for their survival and growth
- 3) To understand the role of several support functions in enhancing the performance of the retail business

#### **2. Course Duration:**

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

### 3. Course Contents:

Module No.	Module / Sub-Modules	Sessions	Marks (20% of 70 each)
I	<p><b>Introduction to Retailing</b> Socio-economic, Technological and Competitive Forces; Concept of Organized Retailing; Vertical Marketing System; Evolution of Modern Retailing; Theories of Retail Development – Environmental Theory, Cyclical Theory, Conflict Theory;</p> <p><b>Retail Store Formats</b> Classification based on types of Ownership; Merchandise stored; Channel used; Pricing Strategy; Customer Service; Multi channel Retailing; Destination Stores and Parasite Stores</p>	8	14
II	<p><b>Retail Buying / Shopping Behaviour</b> Buying / Shopping behaviour in retailing context; Factors influencing Retail Shopping Behaviour – Socio-economic and Cultural background, The Stages of Family Life-Cycle, Locational and Choice Convenience; Geo-demographic Segmentation of Retail Market</p> <p><b>Retail Strategy</b> Concept of Retail Mix; Growth Strategy for Retailers / Retail Franchisors; Building Sustainable Competitive Advantage for long-term Survival and Growth; Strategies for Internationalization of Retail Business – Franchising, Licensing, Joint Ventures, Acquisition and Mergers</p>	8	14
III	<p><b>Retail Store Location Planning</b> Types of Retail Locations; Trading Area Analysis – Primary, Secondary and Fringe Area; Techniques of Evaluating a Trading Area – The Herfindahl-Herschman Index, The Index of Retail Saturation, Reilly's Law of Retail Gravitation, Huff's Model, Central Place Theory,</p>	8	14
IV	<p><b>Pricing Strategies for Retail Business</b> Concept of Retail Price; Initial and Maintained Markup; Elements of Retail Price; Determining the Price; Retail Pricing Policies / Strategies; Price Discrimination and Markdowns</p>	8	14

<b>V</b>	<p><b>Other Support Functions</b></p> <p><b>Human Resources Management:</b> Designing an Organization structure, Challenges of HR in Retail Business, Selecting, Nurturing and Retaining the Right People,</p> <p><b>Supply Chain Management:</b> The Concept and Philosophy of Supply Chain Management, Issues in Implementing Organization wide SCM Practice, Integration of Supply Chain, Deriving Value out of SCM Practice</p> <p><b>Technology in Retailing:</b> IT in Retailing, Electronic Point-of-Sales (EPOS) System, Electronic Funds Transfer, Virtual Shopping, Electronic Commerce (E-Commerce), Database Marketing</p>	<b>8</b>	<b>14</b>
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#### 4. Teaching Methods:

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

- A. Lectures
- B. Case Discussions and Role Playing
- C. Audio-visual Material (Using CDs/ Clippings)
- D. Assignments and Presentations

#### 5. Evaluation:

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

A	Assignments / Presentations/ Quizzes / Class Participation / etc.	Weightage 10% (Internal Assessment)
B	Mid-Semester Examination	20% (Internal Assessment)
C	End-Semester Examination	70% (External Assessment)

#### 6. Basic Text Books:

Sr. No.	Author/s	Title of the Book	Publisher	Edition and Year of Publication
T1	Pradhan, Swapna	Retailing Management: Text & Cases	Tata McGraw-Hill	3 <sup>rd</sup> ed., 2010
T2	Newman Andrew J and Peter	Retailing: Environment & Operations	Cengage	India Edition, 2002



	Cullen			
T3	Cox, Roger, and Paul Brittain	Retailing: An Introduction	Pearson	Low Price Edition

### 7. Reference Books:

<b>Sr. No.</b>	<b>Authors</b>	<b>Title of the Book</b>	<b>Publisher</b>	<b>Edition and Year of Publication</b>
R1	Sinha, P. K. and D. P. Uniyal	Managing Retailing	Oxford	1 <sup>st</sup> ed., 2007
R2	Berman, Berry and Joel R. Evans	Retail Management: A Strategic Approach	Pearson	10 <sup>th</sup> Edition, 2007
R3	Bajaj, Tuli and Srivastava	Retail Management	Oxford	12 <sup>th</sup> ed., 2009
R4	Dunne, Patrick M and Robert F. Lusch	Retailing	Cengage	India Edition, 2002
R5	Levy, Michael and Barton A. Weitz	Retailing Management	Tata McGraw Hill	5 <sup>th</sup> Edition, 2004
R6	Sharma, D. P.	E-Retailing	Himalaya	1 <sup>st</sup> Edition, 2009
R7	Lincoln, Keith and Lars Thomassen	How to Succeed at Retail	Kogan Page India	1 <sup>st</sup> South asian Edition, 2010
R8	Fernie, John and Leigh Spark	Logistics in Retail Management	Kogan Page India, New Delhi	1 <sup>st</sup> South Asian Edition, 2010
R9	Srini. R. Srinivasan	Strategic Retail Management	Biztantra	1 <sup>st</sup> Edition, 2010
R10	Srinivasan S. R., and R. K. Srivastava	Cases in Retail Management	Biztantra	1 <sup>st</sup> Edition, 2010

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

- 1) Indian Journal of Marketing
- 2) Harvard Business Review
- 3) International Journal of Retailing
- 4) European Retailing Digest

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

## 9. Session Plan:

### Retailing-I

Sessions No.	Topics
1-2	Introduction to Retailing: Socio-economic, Technological and Competitive Forces; Concept of Organized Retailing;
3-4	Vertical Marketing System; Evolution of Modern Retailing; Theories of Retail Development – Environmental Theory, Cyclical Theory, Conflict Theory;
5-6	Retail Store Formats: Classification based on types of Ownership; Classification based on Merchandise stored; Classification based on Channel used
7-8	Retail Store Formats (contd.): Classification based on Pricing Strategy; Classification based on Customer Service; Multi channel Retailing; Destination Stores and Parasite Stores
8-10	Retail Buying / Shopping Behaviour: Buying / Shopping behaviour in retailing context; Factors influencing Retail Shopping Behaviour – Socio-economic and Cultural background
11-12	Retail Buying / Shopping Behaviour (contd.): The Stages of Family Life-Cycle, Location and Choice Convenience; Geo-demographic Segmentation of Retail Market
13-14	Retail Strategy: Concept of Retail Mix; Growth Strategy for Retailers / Retail Franchisors;
15-16	Building Sustainable Competitive Advantage for long-term Survival and Growth;
17-18	Strategies for Internationalization of Retail Business – Franchising, Licensing, Joint Ventures, Acquisition and Mergers
19-20	Retail Store Location Planning: Types of Retail Locations; Trading Area Analysis – Primary, Secondary and Fringe Area;
21-22	Techniques of Evaluating a Trading Area – The Herfindahl-Herschman Index, The Index of Retail Saturation, Reilly's Law of Retail Gravitation,
23-24	Huff's Model, Central Place Theory,
25-26	Pricing Strategies for Retail Business: Concept of Retail Price; Initial and Maintained Markup; Elements of Retail Price; Determining the Price;
27-28	Retail Pricing Policies / Strategies; Price Discrimination and Markdowns
29-30	Human Resources Management: Designing an Organization structure, Challenges of HR in Retail Business, Selecting, Nurturing and Retaining the Right People,
31-32	Supply Chain Management: The Concept and Philosophy of Supply Chain Management, Issues in Implementing Organization wide SCM Practice,
33-34	Integration of Supply Chain, Deriving Value out of SCM Practice
35-36	Technology in Retailing: IT in Retailing, Electronic Point-of-Sales (EPOS) System, Electronic Funds Transfer,
37-38	Virtual Shopping, Electronic Commerce (E-Commerce), Database Marketing
39-40	<b>Review and Integration</b>

**MBA-II Semester -III  
Pharmaceutical and Healthcare Sector (PHS-I)**

**Course: Pharmaceutical Management**

**1. Objectives:**

- 1) To acquaint the students with the dynamics of pharmaceutical industry in India.
- 2) To make the students aware about the various issues involved in managing a pharmaceutical company.
- 3) To increase understanding of pharma marketing and manufacturing.
- 4) To make them aware about the various therapeutic segments and the basic anatomy and physiology of the human body to understand their products better.
- 5) To acquaint them about the legal & regulatory environment governing the pharma industry.

**2. Course Duration:**

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

**3. Course contents:**

The course will contain following modules:

<b>Module No.</b>	<b>Topic/ Sub topic</b>	<b>Sessions</b>	<b>Marks (20% of 70 each)</b>
<b>I</b>	<b>PARADIGMS IN PHARMACEUTICAL INDUSTRY &amp; INDUSTRY OVERVIEW:</b> Brief History & Origin, Industry Structure, Current Status of Industry, Pharmaceutical Environment, International/Multinational Pharma Scenario, Pharmaceutical Scenario-Indian Perspective, Intellectual Property Rights, Patents & Implications on the Indian Pharma Industry, GATT/WTO & EMRs, Post-GATT scenario, Ethical Issues in Pharma, R& D & Strategic alliances	8	14
<b>II</b>	<b>MANAGING PHARMACEUTICAL PRODUCTION &amp; OPERATIONS:</b> Introduction to POM in Pharma industry, Strategic role of Operations in the Industry, Location & Layout decisions for the plant, Inventory Management, Materials Management, Product & Process: Selection, Design & Development, Equipment for Pharma Production, Maintenance Management, Supply Chain Management,	8	14

	Production Planning & Control, Purchase management, Quality Assurance & Quality Control. An Overview of Current Good Manufacturing Practices for Pharmaceuticals (cGMP)		
<b>III</b>	<b>DYNAMICS OF THE PHARMACEUTICAL MARKET AND PHARMA MARKETING:</b> Understanding the Pharmaceutical market, Market Segmentation, Major Therapeutic groups, Market Opportunity analysis, Managing New product development in pharma industry, Price and price control issues (DPCO), Product/Brand management, Role of a Product Manager in pharma marketing, Pharma Selling & Distribution management, Role of Medical Representative in selling and distribution, Promotion and Sales promotion tools in pharma marketing, Pharma Marketing Information Systems, Application of Market Research in marketing & manufacturing decisions, Chemist (Retail store audit) Audit, Doctors' Survey, Prescription Audit, Support of ORG and CMARC in pharmaceutical sales research	8	14
<b>IV</b>	<b>LEGAL AND REGULATORY ENVIRONMENT OF PHARMA INDUSTRY IN INDIA:</b> An Overview of and Implications of the Major Laws and Acts governing the pharma industry – The Drugs and Cosmetics Act, 1940, The Pharmacy Act, 1948, The Drugs and Magic Remedies Act, 1954, The Patents Act, 1970, The DPCO, 1969,1995, The MRTP Act, 1969, The Dangerous Drugs Act, 1930, The IRDA Act, 1951, The Trade and Merchandise Marks Act, 1958, The Opium Act, 1878, The Poisons Act, 1991, The FERA, 1973	8	14
<b>V</b>	<b>BASIC UNDERSTANDING OF ANATOMY, PHYSIOLOGY AND PHARMACOLOGY:</b> Cell Structure, Elementary Tissues of the body and Blood Composition, An Overview of the Digestive System, the Cardiovascular system and cardio vascular disorders, the Nervous system and parts of brain, Structure	8	14

	and Functions of Skeletal Muscles, Endocrine Glands, Hormones & Physiology of Respiration, Urinary & Reproductive System, Structure and Functions of different Organs of Body.		
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#### 4. Teaching Methods:

The course will use the following pedagogical tools:

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

#### 5. Evaluation:

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

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weightage 10% (Internal Assessment)
B	Mid-Semester examination	Weightage 20 % (Internal Assessment)
C	End –Semester Examination	Weightage 70% (External Assessment)

#### 6. Text Books:

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

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
T1	Subba Rao Chaganti	Pharmaceutical Marketing in India: Concepts, Strategy and Cases	Pharma Book Syndicate	2007
T2	Alka Ahuja, Sanjula Baboota, Javad Ali	Pharmaceutical Management	Tara Publishers	2007

## 7. Reference Books:

**Imp.:** Apart from the following books, it is suggested that the faculty and students should refer latest resources like journals, magazines and news as well as articles available online for topics related to the industry overview for getting latest data and statistics from time to time.

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
R1	Vedpuriswar, A.V. Ed	'Case Study Series: Pharma Sector'	ICFAI, Hyderabad	2001
R2	Vivek Mehrotra	Essentials Of Pharmaceutical Sales Management	Cambridge University Press	2007
R3	Potdar Manohar	cGMP Current Good Manufacturing Practices for Pharmaceuticals	PharmaMed Press, An imprint of Pharma Book Syndicate	2008

R4	R. B. Smarta	Revitalizing the Pharmaceutical Business: 'Innovative Marketing Approaches'	Response Books, Sage Publications	1999
R5	Corstjens Marcel	Marketing Strategy in the Pharmaceutical Industry	Chapman & Hill	1992
R6	Mickey Smith, Ed.	Principles of Pharmaceutical Marketing	CBS Publishers, New Delhi	2002
R7	B. M. Mithal	Textbook of Forensic Pharmacy	Vallabh Prakashan, New Delhi	Latest Edition
R8	N. K. Jain	Textbook of Forensic Pharmacy	Vallabh Prakashan, New Delhi	Latest Edition
R9	Derashari and Gandhi	Human Anatomy and physiology	B.S. Shah Prakashan	Latest Edition
R10	Goyal R.K., Derasari & Gandhi	Elements of Pharmacology	B. S. Shah Prakashan	Latest Edition
R11	Carter S.J., Cooper and Gunn	Tutorial Pharmacy	CBS Publishers, Delhi	Latest Edition

R12	G. Vidya Sagar	Pharmaceutical Industrial Management	Pharma Book Syndicate	2005
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#### **8. List of Journals/ Periodicals/ Magazines/ Newspapers:**

Express Pharma pulse available online also – [www.expresspharmaonline.com](http://www.expresspharmaonline.com)

Pharma biz available online also – [www.pharmabiz.com](http://www.pharmabiz.com)

The Pharmaceutical Executive available online – [www.pharmexec.com](http://www.pharmexec.com)

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



**9. Session Plan:****Pharma and Healthcare Sector**

<b>Session no.</b>	<b>Topic</b>
<b>1</b>	Brief History & Origin, Industry Structure, Current Status of Industry
<b>2</b>	International/Multinational Pharma Scenario, Pharmaceutical Scenario-Indian Perspective, Major Industry Issues (Case study discussion)
<b>3-7</b>	Intellectual Property Rights, Patents & Implications on the Indian Pharma Industry, GATT/WTO & EMRs, Post-GATT scenario, Strategies of large & small pharma companies (Case study discussion)
<b>8</b>	Ethical Issues in Pharma, Issues of R& D & Strategic alliances
<b>9</b>	Introduction to POM in Pharma industry, Strategic role of Operations in the Industry, Location & Layout decisions for the plant
<b>10</b>	Inventory Management, Materials Management
<b>11</b>	Product & Process: Selection, Design & Development, Equipments for Pharma Production
<b>12</b>	Maintenance Management, Supply Chain Management
<b>13</b>	Production Planning & Control, Purchase management
<b>14</b>	Quality Assurance & Quality Control
<b>15-16</b>	An Overview of Current Good Manufacturing Practices for Pharmaceuticals (cGMP)
<b>17</b>	Understanding the Pharmaceutical market & marketing, Market Segmentation, Major Therapeutic groups, Market Opportunity analysis
<b>18</b>	Managing New product development in pharma industry
<b>19</b>	Price and price control issues (DPCO)
<b>20</b>	Product/Brand management, Role of a Product Manager in pharma marketing
<b>21</b>	Pharma Selling & Distribution management, Role of Medical Representative in selling and distribution
<b>22</b>	Promotion and Sales promotion tools in pharma marketing
<b>23-24</b>	Pharma Marketing Information Systems, Application of Market Research in marketing & manufacturing decisions, Chemist (Retail store audit) Audit, Doctors' Survey, Prescription Audit, Support of ORG and CMARC in pharmaceutical sales research
<b>25</b>	An Overview of and Implications of the Major Laws and Acts governing the pharma industry – The Drugs and Cosmetics Act, 1940
<b>26</b>	The Pharmacy Act, 1948
<b>27</b>	The Drugs and Magic Remedies Act, 1954, The Dangerous Drugs Act, 1930
<b>28-30</b>	The Patents Act, 1970, The MRTP Act, 1969, The IRDA Act, 1951, The DPCO, 1969, 1995
<b>31</b>	The Trade and Merchandise Marks Act, 1958, The FERA, 1973
<b>32</b>	The Opium Act, 1878, The Poisons Act, 1991
<b>33</b>	Basic understanding of Anatomy, Physiology and Pharmacology, Cell Structure, Elementary Tissues of the body, Blood Composition & Structure and Functions of different Organs of Body.
<b>34-35</b>	The Digestive System, The Cardiovascular System and Cardio-vascular disorders

<b>36</b>	The Nervous System and parts of Brain
<b>37</b>	Structure and Functions of Skeletal Muscles
<b>38</b>	Endocrine Glands, Hormones & Enzymes
<b>39-40</b>	Physiology of Respiration, Urinary & Reproductive System

**MBA II Semester III**  
**Rural and Cooperative Sector (Rural Marketing)**

**1. Objectives:**

The objectives of the course are:

1. To develop an understanding about the agriculture based rural economy in India and to access the potential of rural markets for durable and non durable products
2. To understand the social dynamics and buying behaviour of rural consumers.
3. To develop insights about successful marketing strategies for rural markets.

**2. Course Duration:**

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

**3. Course contents:**

The course will contain following modules:

<b>Module No.</b>	<b>Modules / sub-Modules</b>	<b>Sessions</b>	<b>Marks (20% of 70 each)</b>
<b>I</b>	Understanding Rural Economy, Rural markets and Rural Consumers.	8	14
<b>II</b>	Rural Consumer Behaviour, Rural Marketing Research and Marketing Information System.	8	14
<b>III</b>	Segmenting and targeting rural consumers and Product strategy for rural markets. Contract Farming	8	14
<b>IV</b>	Pricing and Promotional Strategies for Rural Markets.	8	14
<b>V</b>	Distribution strategies for rural markets. Problems of Rural Marketing in India	8	14

**4. Teaching Methods:**

The course will use the following pedagogical tools:

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

### 5. Evaluation:

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

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weightage 10% (Internal Assessment)
B	Mid-Semester examination	Weightage 20 % (Internal Assessment)
C	End –Semester Examination	Weightage 70% (External Assessment)

### 6. Text Books:

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

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
T1	Krishnamacharyulu and Ramakrishnan	Rural Marketing Text and Cases	Pearson Education	Latest Edition
T2	Kashyap Prdeep and Raul Siddhartha	Rural Marketing	Biztantra	2010 Edition
T3	Dogra and Ghuman	Rural Marketing concept and Practices	Tata McGraw Hill	Latest Edition

### 7. Reference Books:

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
R1	Velaudhan and Sridhar (editors)	Marketing to Rural Consumers	Excel Books New Delhi	Latest Edition
R2	Ramkishen Y	New Perspectives in Rural & Agricultural Marketing	Jaico Publishing House, Mumbai	Latest Edition
R3	Krishnamacharyulu and Ramakrishnan	Cases in Rural Marketing	Pearson Education	Latest Edition
R4	Gopaldaswamy T P	Rural Marketing:	Vikas	Latest Edition

		Environment, Problems and Strategies		
R5	Singh and Pandey	Rural Marketing: Indian Perspective	New Age	Latest Edition
R6	Sanal Kumar Velayudhan	Rural Marketing: Targeting the Non-urban Consumer	Sage	Latest Edition
R7	Ruchika Ramakrishnan	Rural Marketing in India: Strategies and Challenges	New Century	Latest Edition
R8	Charles Burgess Austin	Co-operation in agriculture, marketing, and rural credit	Austin	Latest Edition
R9	Csaba Csáki	Reaching the Rural Poor: A Renewed Strategy for Rural Development	World Bank	Latest Edition
R10	P Van Mele, A Salahuddin, and N P Magor	Innovations in Rural Extension:	CABI	Latest Edition

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

Business Newspapers, such as The Economic Times, Business Standard, Financial Express. Business magazines, such as Business India, Business Week, Business Today, Business World. The Hindu Business Line, Economic and Political Weekly, Indian Management, The co-operator, Productivity, Indian Journal of Agricultural Economics, Kurushetra, Journal of Rural Development. Working papers on rural marketing from IRMA.

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

## 9. Session Plan:

### Rural and Cooperative Sector (Rural Marketing)

Session no.	Topic
1	The size, characteristics and Importance of Rural sector in India
2	The evolution and growth of rural sector in the post liberalization era.
3	The rural – urban divide in India
4	Defining rural markets and rural marketing; Characteristics of rural markets.
5	Size and growth of rural markets in India. The rural infrastructure.
6-7	Rural Market structure and Marketing environment.
8	<a href="#">Feedback and review of module-1 / Case analysis</a>
9	Characteristics of Rural Consumer
10	Factors affecting consumer behaviour
11	Consumer buying process and buying roles
12	Opinion Leadership process and diffusion of innovation.
13	Difference between rural and urban consumer behaviour.
14	Marketing Information System for rural markets and Sources of Information
15	Rural Marketing Research, Contract Farming
16	<a href="#">Feedback and review of module -2 / Case analysis.</a>
17	Segmenting rural markets
18	Product and brand positioning in rural markets;
19	Product differentiation and branding strategies for rural markets
20	Product life cycle and Product mix strategies for rural markets
21	Packaging for rural markets and role of semiotics
22	Marketing of services to rural consumers
23	Rural Marketing strategy: planning, implementation and feedback
24	<a href="#">Feedback and review of module -3/ Case analysis</a>
25	Rural Pricing Objectives and strategies
26	Pricing methods and credit delivery systems for rural markets
27	Factors affecting rural communication.
28	Communication barriers and two step communication process
29	Designing the message and selecting media vehicle
30	Using events and outdoors for rural communication
31	Sales promotion and personal selling in rural markets
32	<a href="#">Feedback and review of module -4 / Case analysis</a>
33	Channels of distribution for rural markets
34	Warehousing and physical distribution
35	Distribution of Essential Commodities through Public Distribution System
36	Distribution of Agricultural inputs to rural buyers
37	Distribution of service products
38	Problems of Rural Marketing in India
39	Innovations in rural markets
40	<a href="#">Feedback and review of module – 5 / Case analysis</a>

**MBA III Semester III**  
**Public System and Policy (PSP-I)**

**1. Objectives:**

Objective of the course is to provide introductory focus on the public policy and man power planning and public enterprise management. The aim of the course is to sharpen the skills and perspectives of management graduates who will be joining either public enterprise or public systems or NGO's. More specifically the course emphasis:

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

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

**3. Course contents:** The course will contain following modules:

<b>Module No.</b>	<b>Topics/ Sub topics</b>	<b>Sessions</b>	<b>Marks (20% of 70 each)</b>
<b>I</b>	Public Systems Management: Concept, Nature, Scope and Characteristics Introduction to state public policy and its management	8	14
<b>II</b>	Distinctiveness of Public Management Public System Management: Constitutional Context Political Context Socio-economic Context	8	14
<b>III</b>	New Technology and Public System Public enterprise management Corporate governance Management of public distribution system Infrastructure development and financing	8	14
<b>IV</b>	Manpower Policy and Planning for Public Systems Development Administration Marketing for Social Services	8	14
<b>V</b>	Community Health Management Epidemiology and Population Management Health Care and Social Policy	8	14

#### 4. Teaching Methods:

The course will use the following pedagogical tools:

- (a) Lectures (50%)
- (b) Simulation exercise .like managerial games, role play etc, (10%)
- (c) Experience sharing with entrepreneurs by visiting industry, guest talks and live projects. (10%)
- (d) Presentation by students on case analysis and project presentation. (30%)

#### 5. Evaluation:

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

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weightage 10% (Internal Assessment)
B	Mid-Semester examination	Weightage 20 % (Internal Assessment)
C	End –Semester Examination	Weightage 70% (External Assessment)

#### 6. Text Books:

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

#### 7. Reference Books:

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
R1	Uma Medury	Public Administration in the Globalisation Era.	Orient BlackSwan	Latest Edition
R2	Manmohan Agarwal	Indian Economic Future	Orient BlackSwan	Latest Edition
R3	Larry N. Gerston	Public Policymaking in	PHI	Latest Edition



		a Democratic Society		
R4	I S A Baud, J De Wit	New Forms of Urban Governance in India Public Policy	SAGE	Latest Edition
R5	Ramaswamy R. Iyer	Water and the Laws in India Public Policy	SAGE	Latest Edition
R6	Montgomery Van Wart	Dynamics of Leadership in Public Service: Theory and Practice Public Policy	Higher Education	Latest Edition
R7	Laxmi Narain	Public Enterprise Management and Privatisation	S. Chand	Latest Edition
R8	Howlett and Ramesh	Studying Public Policy	Oxford	Latest Edition
R9	John Cullis, Philip Jones	Public Finance and Public Choice	Oxford	Latest Edition
R10	R. k. Sapru	Public Policy	PHI	Latest Edition

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

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

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

## 9. Session plan

### Public System and Policy

Session no.	Topic
1-4	Public Systems Management: Concept, Nature, Scope and Characteristics
5-6	Introduction to state public policy and its management
7-8	Distinctiveness of Public Management
9-10	Public System Management: Constitutional Context
11	<a href="#">Feedback and review/ Case discussion</a>
12-13	Public System Management: Political Context
14-15	Socio-economic Context
16-17	New Technology and Public System Management
18	Public enterprise management
19-20	Corporate governance
21-22	Management of Public System
23-24	Infrastructure development and financing
25	<a href="#">Feedback and review/ Case discussion</a>
26-27	Manpower Policy and Planning for Public Systems
28-29	Development Administration
30-31	Marketing for Social Services
32-34	Community Health; Epidemiology and Population Management
35-37	Health Care and Social Policy
38	<a href="#">Feedback and review/ Case discussion</a>
39-40	Revision

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

**1. Course Objectives:**

This sector specific course is spread over semester three and four covered in two papers. This course is divided into two parts. First part deals with the basics of banking and second part covers fundamentals of insurance and aspects related to life insurance only. Advanced topics related to banking and general insurance shall be dealt with in course no. SSP- 401 in semester – IV. The students would be able to acquire an in-depth knowledge of the following:

- Various functions associated with banking and insurance activities.
- Practice and procedures relating to various banking and insurance business
- To develop an insight into management and marketing of banking and insurance services and technology.

**2. Course Duration:**

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

**3. Course contents:**

The course will contain following modules:

<b>Module No.</b>	<b>Modules / Sub-Modules</b>	<b>Sessions</b>	<b>Marks (20% of 70 each)</b>
<b>I</b>	Introduction to Indian <b>Banking System</b> , Reserve Bank- Legal framework and main functions , Different types of accounts, Banker customer relationship, customer services in banks, KYC norms and anti-money laundering	10	15
<b>II</b>	Technology in banks, Payment and settlement system in banks- New age clearing, national gateways, international gateways, Retail banking, Treasury management, priority sector lending	10	15
<b>III</b>	History and development of Insurance, Risk management and role of insurance, Legal aspects of insurance and essentials of insurance contracts, classification of insurance, Life insurance : traditional products, market related products, annuities-pension plans riders-business insurance, group insurance, pricing in life insurance	10	15

<b>IV</b>	Claims management in life insurance, Distribution channel and intermediaries, insurance regulation and supervision	5	15
<b>V</b>	Marketing of banking and insurance services, Contemporary issues in banking and insurance	5	10

#### 4. Teaching Methods:

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

- Students can give weekly review of banking and insurance services which can be the part of internal assessment.
- A project on working of selected banking and insurance companies, their operation, performance of different schemes, etc. in different services could be done.

#### 5. Evaluation:

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

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weightage 10% (Internal Assessment)
B	Mid-Semester examination	Weightage 20 % (Internal Assessment)
C	End –Semester Examination	Weightage 70% (External Assessment)

#### 6. Text Books:

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
T1	Vijayragavan Iyengar	Introduction to Banking	Excel	Latest Edition
T2	S. Arunajatesan and T.R. Vishwanathan,	Risk Management and Insurance	Macmillan	Latest Edition
T3	Hal S. Scott	Capital Adequacy beyond Basel: Banking, Securities, and Insurance	Oxford	Latest Edition

## 7. Reference Books:

(Latest available editions should only be considered)

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
R1	K C Shekhar and Lekshmy Shekhar,	Banking Theory and Practice	Vikas	Latest Edition
R2	D. Muraleedharan	Modern Banking	PHI	Latest Edition
R3	Indian Institute of banking and finance,	Principles and practice of banking	Macmillan	Latest Edition
R4	Neelam C Gulati,	Principles of Insurance Management	Excel	Latest Edition
R5	Trieschmann, Hoyt and Sommer,	Risk Management and Insurance	Cengage Learning	Latest Edition
R6	Emmett J. Vaughan and Therese Vaughan	Fundamentals of Risk and Insurance	Wiley	Latest Edition
R7	George E Rejda	Principles of Risk Management and Insurance	Peason	Latest Edition
R8	Harrington and Neehaus,	Risk Management and Insurance	Tata McGraw-Hill	Latest Edition

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

Journal of Management of Industrial Relations.

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

## 9. Session plan

### Banking and Insurance

Session no.	Topic
1-10	Indian Banking System Reserve Bank of India- Legal framework and main functions Commercial Banking – public, private, foreign, co-operative sector Different types of bank accounts Banker Customer relationship Customer Service in Banks KYC Norms and Anti-money Laundering Indian Banking System
11-20	Technology in Banks Payment and settlement system – New Age Clearing Payment and settlement system – National gateways Payment and settlement system – International Gateways Retail Banking Priority sector Lending Treasury Management Technology in Banks Payment and settlement system – New Age Clearing
21-30	History and development of Insurance Risk management and role of insurance Legal aspects of insurance and essentials of insurance contracts Classification of insurance Life insurance : traditional products, market related products, annuities-pension plans riders-business insurance group insurance and underwriting: selection of lives pricing in life insurance History and development of Insurance Risk management and role of insurance Legal aspects of insurance and essentials of insurance contracts
31-40	Classification of insurance Claims management in life insurance Customer service Management Distribution channel and intermediaries insurance regulation and supervision Claims management in life insurance Customer service Management Distribution channel and intermediaries Marketing of banking and insurance services Contemporary issues in banking and insurance