



# **School of Management Studies**

**MBA (MASTER OF BUSINESS ADMINISTRATION)**

**HAND BOOK**

**2015-16**

Rukmini Knowledge Park,

Kattigenahalli, Yelahanka, Bangalore - 560 064

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## **Proceedings of the Meeting of Boards of Studies in Management**

Meeting of the Board of Studies in Management was held on 30<sup>th</sup> of September, 2014 at 2:30 PM in the Department of Management Studies at REVA University, Rukmini Knowledge Park, Kattigenehalli, Yelahanka, Bangalore-560 064. The proceedings are submitted below for the consideration of the Faculty and its approval.

### **Members Present:**

- |                             |             |
|-----------------------------|-------------|
| 1. Dr. H. N. Shivaprasad    | Chairperson |
| 2. Dr. D.N.S. Kumar         | Member      |
| 3. Prof. L.P. Rajan         | Member      |
| 4. Prof. Diwakar Naidu      | Member      |
| 5. Prof. Chithambar Gupta   | Member      |
| 6. Prof. H.N. Shylaja       | Member      |
| 7. Dr. Veena.C. Angadi      | Member      |
| 8. Prof. Neetha Mary Avanes | Member      |

### **Member Absent:**

Dr. Sanjay Bagali

Dr. B Janakiram

Dr. Anil Garag

Dr. N.S. Vishwanath

**Agenda No.1:** BBM syllabus modifications, if any

**Resolution:** The members of the BOS discussed about the BBM Syllabus and noticed that there are no modifications needed and the syllabus was approved as it is.

The committee after thorough deliberations decided to approve the question paper for C1, C2 tests and, C3 semester end examination as detailed below.

- |               |           |
|---------------|-----------|
| i. Assignment | - 5 marks |
| ii. Seminar   | - 5 marks |

- iii. Assessment Test - 15 marks (The C1 & C2 Assessment tests will be for 30 marks and to be scaled down to 15 marks)
- i. The duration of the C1 and C2 test will be 90 minutes
  - ii. C3 Test will be conducted for 100 marks (3 hours duration) and will be scale down to 50 marks

**Agenda No.2:** MBA syllabus modifications, if any

**Resolution:** The members of the BOS discussed about the MBA Syllabus and noticed that there are no modifications needed and the syllabus was approved as it is. (Detailed syllabus attached in Annexure – I)

**Agenda No.3:** The pattern of question papers for MBA for C1 and C2 tests and C3 examination

**Resolution:** The members went through the patterns of question paper pattern for C3 examinations of both BBM and MBA Programs and approved the same. (As per Annexure II)

The members went through the patterns of question paper pattern for C1 and C2 examinations of MBA Program and approved the same. (As per Annexure III)

The breakups for C1 and C2 for MBA Program have been approved as follow:

Assignments/Seminars - 10 Marks

Review Test - 15 Marks

The review test will be conducted for 50 Marks (90 minutes duration) and will be reduced to 15 Marks.

C3 test will be conducted for 100 Marks (180 minutes duration) and will be reduced to 50 Marks.

**Agenda No. 4:** Panel of board of examiners

**Resolution:** The members discussed about the panel of examiners and approved the list. The board also decided to send the panel of examiners to Registrar (Evaluation) directly.

**Agenda No.5:** Any other matter with the permission of the chair

**Resolution:** The calendar of events for the Semester I and II of B.B.M and M.B.A was approved.

**Sd/-**

**Chairperson**

**Board of Studies in Management Studies**

**MBA (MASTER OF BUSINESS ADMINISTRATION)****DUAL SPECIALISATION PROGRAM**

**Eligibility:** Bachelor's degree of three years in any stream or BE/B Tech with 45% (40% in case of candidates belonging to SC/ST) of marks in aggregate from any recognized university/institution or any other qualification recognized as equivalent there to.

**cheme of Instruction**

Sl. No	Course Code	Course Title	Course Type	Credit Pattern			Total	Contact Hrs.
				L	T	P		
<b>FIRST SEMESTER</b>								
1	MBAD15F1100	Management and Organization Behaviour	HC	3	1	0	04	05
2	MBAD15F1200	Accounting for Managers	HC	2	0	2	04	06
3	MBAD15F1300	Marketing Management	HC	3	1	0	04	05
4	MBAD15F1400	Corporate Finance	HC	2	0	2	04	06
5	MBAD15F1500	Human Resource Management	HC	3	1	0	04	05
6	MBAD15F1600	Economics and Business Environment	HC	3	1	0	04	05
7	MBAD15F1700	Managerial Communications	HC	2	0	2	04	06
<b>TOTAL</b>							<b>28</b>	<b>36</b>

<b>SECOND SEMESTER</b>								
1	MBAD15F2100	Business Research Methods	HC	3	1	0	04	05
	MBAD15F2200	Innovation and Entrepreneurship	HC	3	0	1	04	05
<b>Specializations</b>								
<b>Note 1:</b> Choose any three courses in any one of the specialization given below and two courses in the other specialization.								
<b>2. 1. Marketing Specialization</b>								
2.1.1	MBAD15F22M1	Consumer Behaviour	SC	2	1	0	03	04
2.1.2	MBAD15F22M2	Services Marketing	SC	2	1	0	03	04
2.1.3	MBAD15F22M3	Integrated Marketing Communication	SC	2	1	0	03	04
2.1.4	MBAD15F22M4	Product and Brand Management	SC	2	1	0	03	04

<b>2.2. Human Resource Specialization</b>								
2.2.1	MBAD15F22H1	Personnel Growth and Interpersonal Effectiveness	SC	2	1	0	03	04
2.2.2	MBAD15F22H2	Legal Aspects and Industrial Relations	SC	2	1	0	03	04
2.2.3	MBAD15F22H3	Strategic Talent Management	SC	2	1	0	03	04
2.2.4	MBAD15F22H4	Leadership and Ethics	SC	2	1	0	03	04
<b>2.3. Finance Specialization</b>								
2.3.1	MBAD15F22F1	Mergers Acquisitions & Corporate Restructuring	SC	2	1	0	03	04
2.3.2	MBAD15F22F2	Financial Markets and Services	SC	2	1	0	03	04
2.3.3	MBAD15F22F3	Investment Analysis and Portfolio Management	SC	2	1	0	03	04
2.3.4	MBAD15F22F4	Derivatives & Risk Management	SC	2	1	0	03	04
<b>2.4. Banking and Insurance Specialization</b>								
2.4.1	MBAD15F22B1	Credit Management	SC	2	1	0	03	04
2.4.2	MBAD15F22B2	Bank Management and Retail Banking operations	SC	2	1	0	03	04
2.4.3	MBAD15F22B3	Fundamentals of Actuarial Science	SC	2	1	0	03	04
2.4.4	MBAD15F22B4	Banking Related Laws and Practices	SC	2	1	0	03	04
<b>2.5. Operations Management Specialization:</b>								
2.5.1	MBAD15F22O1	BPR & Enterprise Resource Planning	SC	2	1	0	03	04
2.5.2	MBAD15F22O2	Supply Chain Management	SC	2	1	0	03	04
2.5.3	MBAD15F22O3	Productions and Operations Management	SC	2	1	0	03	04
2.5.4	MBAD15F22O4	Materials Management	SC	2	1	0	03	04
<b>2.6. Actuarial Management Specialization:</b>								
2.6.1	MBAD15F22A1	Introduction to Actuarial Management	SC	2	1	0	03	04
2.6.2	MBAD15F22A2	Marketing of Insurance products and Services	SC	2	1	0	03	04
2.6.3	MBAD15F22A3	Insurance Business Environment	SC	2	1	0	03	04
2.6.4	MBAD15F22A4	Life Insurance	SC	2	1	0	03	04
4	MBAD15F2400	Minor Project	HC	0	0	4	04	04
<b>Total</b>							<b>28</b>	<b>30</b>

<b>THIRD SEMESTER</b>
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1	MBAD15F3100	Strategic Management	HC	2	1	0	03	04
2	MBAD15F3200	ITM & Business Analytics	HC	1	1	1	03	04
3	MBAD15F3300	Entrepreneurship	OE	2	0	2	04	04
<b>Specializations</b>								
<b>Note 1:</b> Choose any three courses in any one of the specialization given below and two courses in the other specialization.								
<b>3.1. Marketing Specialization</b>								
3.1.1	MBAD15F33M1	Sales and Channel Management	SC	2	1	0	03	04
3.1.2	MBAD15F33M2	B2B Marketing	SC	2	1	0	03	04
3.1.3	MBAD15F33M4	Rural Marketing	SC	2	1	0	03	04
3.1.4	MBAD15F33M5	Retail Management	SC	2	1	0	03	04
<b>3.2. Human Resource Specialization</b>								
3.2.1	MBAD15F33H1	International Human Resource Management	SC	2	1	0	03	04
3.2.2	MBAD15F33H2	Organization Development and Change Management System	SC	2	1	0	03	04
3.2.3	MBAD15F33H3	Competency Based HRM	SC	2	1	0	03	04
3.2.4	MBAD15F33H4	HR Tools & Analytics	SC	2	1	0	03	04
<b>3.3. Finance Specialization</b>								
3.3.1	MBAD15F33F1	Corporate Taxation for Business Decision	SC	2	1	0	03	04
3.3.2	MBAD15F33F2	International Financial Management	SC	2	1	0	03	04
3.3.3	MBAD15F33F3	Financial Modeling using Excel	SC	2	1	0	03	04
3.3.4	MBAD15F33F4	Project Appraisal, Planning & Control	SC	2	1	0	03	04
<b>3.4. Banking and Insurance Specialization</b>								
3.4.1	MBAD15F33B1	Fundamentals of Insurance	SC	2	1	0	03	04
3.4.2	MBAD15F33B2	Treasury and Risk Management	SC	2	1	0	03	04
3.4.3	MBAD15F33B3	Life and Non-Life Insurance Products	SC	2	1	0	03	04
3.4.4	MBAD15F33B4	Developmental Banking Institutions	SC	2	1	0	03	04
<b>3.5. Operations Management Specialization:</b>								
3.5.1	MBAD14F33O1	Total Quality Management	SC	2	1	0	03	04
3.5.2	MBAD14F33O2	Technology and Innovation Management	SC	2	1	0	03	04
3.5.3	MBAD14F33O3	World Class Manufacturing	SC	2	1	0	03	04



3.5.4	MBAD14F33O4	Advanced Production Planning & Control	SC	2	1	0	03	04
<b>3.6. Actuarial Management Specialization:</b>								
3.6.1	MBAD14F33A1	General Insurance	SC	2	1	03	04	
3.6.2	MBAD14F33A2	Investments and Finance	SC	2	1	03	04	
3.6.3	MBAD14F33A3	Health Care Insurance	SC	2	1	03	04	
3.6.4	MBAD14F33A4	Pension Fund Management	SC	2	1	03	04	
		<b>Total</b>					<b>25</b>	
<b>FOURTH SEMESTER</b>								
4.0	MBAD14F4100	Project Work	HC	0	2	14	16	
	<b>Total Credits of Four Semesters</b>						<b>96</b>	

**Program Objectives:**

The MBA program has been designed keeping in mind the requirements of industry. The thrust of the training is to impart functional knowledge of general management and specialized knowledge of the related subjects. Program participants are put through a very rigorous training with emphasis on application of knowledge and overall development of personality.

The program objectives are:

- To stimulate flexibility for innovation and experimentation depending on the learning needs and demands of the knowledge economy.
- To design program structure on the principle that a proper balance of theory and practice is needed to aid managerial skill formation for effective decision-making and problem solving in the globalised environment.
- To impart experiential learning through active participation and interaction with industry experts, professional and practicing managers.
- To involve in research activities and field works to address the burning issues of society and industry.
- To impart knowledge of the best business practices through special lectures delivered by professors from reputed international universities of high standing.

**Program Highlights:**

The MBA program has been designed to give the student the flexibility to graduate with single Specialization / Dual specialization.

**Program Outcome:**

The course is designed to equip graduates with the skills, abilities and knowledge that will enable them to take up positions of higher responsibility in the corporate world anywhere, or to become entrepreneurs.

**Eligibility:**

Admission is open to, MBA Program, all the candidates who possess a Bachelor Degree of minimum three years duration from a recognized university.

The candidate shall have passed the prescribed qualifying examination with not less than 50% of the marks in aggregate of all the years/semesters of the degree examinations. However, in the case of candidates belonging to SC/ST and any other groups classified by the Government of Karnataka for such purpose from time to time, the aggregate percentage of marks in the qualifying examination shall be not less than 45%

**Program Guidelines:**

1. Personality Enhancement Programs will be compulsory but Non Credit Courses which have to be successfully completed by the students.

2. Four electives from each specialization area will be offered in even and odd semesters.
3. The candidate has to complete 10 elective courses in the second and third semester. The candidate has to select the ten courses from any specialization areas of his/her choice
4. The candidate has to complete a minimum of 18 credits (6 courses out of total of 10 electives) to specialize in a particular area. However, if the candidate takes 5 courses in both his/her specialization areas of his choice he/she is eligible for the award of Dual Specialization MBA degree.
5. All the courses will be offered subject to minimum registrations for the courses by the students. The minimum number of registrations required for a course will be stipulated by the rules of the University from time to time.
6. A candidate who wishes to drop out of the program at the end of the First Year will be awarded PG Diploma In Management provided he/she successfully completes the first two semesters (47 credits)

**Total Credits for MBA Program:**

Semester	Credits
I	21
II	26
III	21
IV	12
<b>TOTAL</b>	<b>80</b>

**Total Credits for PGDM Program:**

Semester	Credits
I	21
II	26
<b>TOTAL</b>	<b>47</b>

**FIRST SEMESTER**

<b>Course Code: MBAD15F1100</b>	<b>Management &amp; Organizational Behavior</b>
<b>Course Type: HARD CORE</b>	<b>No. of Credits: 03</b>
<b>LTP = 2:1:0</b>	

**Course Objective**

The main objective of this paper is to familiarize the students with the basic concepts of management and factors underlying organizational behavior.

**UNIT 1: Introduction**

Introduction, Definition of management, Importance and functions of management, Managerial skills, Principles of management, Major school of management thought: An overview and recent trends in management.

### **UNIT 2: Planning and Organizing**

Planning, Importance of planning, Types of plans, Planning and decision making process, Organization and Control, Process of organizing, Organizational structure and design- vertical and horizontal dimensions.

### **Unit 3: Organisational Behaviour:**

**Individual Behaviour:** Introduction to organizational behaviour in management; Foundations of individual behaviour - Personality, Perception, Learning, Attitudes & Values.

**UNIT 4: Group Behaviour** - Foundations – Group Process, Group Tasks, Types, Group Development – Conflict Management – Case incidents.

### **Recommended Books:**

1. Essentials of Management-Koontz, 8/e, McGraw Hill
2. Gene Burton & ManabThakur, 'Management Today-Principles & Practice', Tata McGraw Hill Public Company Ltd., New Delhi, 2009.
3. Fred Luthans - 'Organisational Behavior', McGraw Hill Publishing Company, New York, 2011.
4. Robins, S.P., 'Management ', Englewood Cliffs, Prentice Hall Inc., New Jersey, 2009.

### **Reference Books:**

1. Management: Text and Cases- V.S.P.Rao, Excel Books
2. Organizational behaviour, Stephen P Robbins, Timothy A. Judge, Neharika Vohra, Pearson, 14th Edition, 2012.

<b>Course Code: MBAD15F1200</b>	<b>Accounting for Managers</b>
<b>Course Type: HARD CORE</b>	<b>No. of Credits: 03</b>
<b>LTP = 1:1:1</b>	

### **Course Objective:**

The purpose of the course is to make the student conversant with principles and concepts underlying accounting that enable to prepare books of accounts, Annual reports and interpret them.

### **Unit 1**

Introduction to Accounting - Need and Types of Accounting, Users of Accounting, concepts and conventions of Accounting, Accounting Equations. Preparation of Books of Accounts - Journals, Subsidiary books, three column cash book, ledgers and trial balance.

## **Unit 2**

Preparation of Financial Statements - Preparation of final accounts of sole traders and Companies in both Horizontal format & Vertical format. Bank Reconciliation Statement, inventory valuation.

## **Unit 3**

Analysis of Financial Statements - Comparative, common size and trend analysis, Ratio Analysis, Preparation of financial statements using ratios, Cash flow Statement [With special reference to AS 3]

## **Unit 4**

Audit Report, Directors' Report and basics of MAOCARO 1998 (Amended 2003). Corporate Governance, Forensic Accounting and Window Dressing. , IFRS and proposed changes in accounting

### **Practical Components:**

1. Collecting Annual reports of the companies and analyzing the financial statements using different techniques and presenting the same in the class.
2. Analyzing the companies' cash flow statements and presenting the same in the class.
3. Exposing the students to usage of accounting software

### **Recommended books:**

1. Accounting for Managers, Maheswari and Maheswari, Vikas Publishing House Limited,
2. Accounting for Managers, Jawahar Lal, Himalaya Publishing House, 4<sup>th</sup> edition
3. Financial Accounting – A Managerial Perspective, R. NarayanaSwamy, Prentice Hall India, 3<sup>rd</sup> edition
4. Financial Accounting, PC Tulsian, Pearson Education India, 1<sup>st</sup> Edition

<b>Course Code: MBAD15F1300</b>	<b>MARKETING MANAGEMENT</b>
<b>Course Type: HARD CORE</b>	<b>No. of Credits: 03</b>
<b>LTP = 1:1:1</b>	

### **Course Objective:**

The objective of the course is to impart the concepts of marketing in terms of strategies for product & services management. The students can also learn the skills of personal selling & customer management.

## **Unit 1:**

Introduction to Marketing - Core concepts, Marketing Environment, Business Vs Retail Marketing, Consumer Behaviour, Consumer Protection Act. Segmentation, Targeting & Positioning

**Unit 2:**

Marketing Mix – Product Decisions, Branding, Pricing, Distribution channels, Integrated Marketing Communications

**Unit 3:**

Services – Introduction, Service Marketing Mix, Service Marketing Triangle, GAPS model of service quality, Employees & customers role in service delivery, Managing demand & capacity.

**Unit 4:**

Sales – Personal selling, Selling process, skills & styles, Sales territories & quotas, latest trends in sales, CRM.

**Practical Component:**

1. Students to prepare blueprint for banking service industry
2. Identify the segmentation, targeting and positioning of all banking products and services of a particular bank
3. Perform role plays on personal selling, up selling and cross selling of bank products
4. Study the IMC activities of a particular bank.
5. Study the product mix of two national and two international banks

**Text Books:**

1. Marketing Management: A South Asian Perspective – Philip Kotler, Kevin Lane Keller, Abraham Koshy, Mithileshwar Jha, 14/e, Pearson, 2013
2. Services Marketing – Valarie A Zeithaml, Mary Jo Bitner, Dwayne D Gremler, Ajay Pandit, 5/e, TMH, 2013
3. Sales & Distribution Management – Krishna K Havaladar, Vasant M Cavale, 2/e, TMH, 2012

**Reference Books:**

1. Marketing Management – Rajan Saxena, 4/e, Cenage Learning
2. Marketing Management – Ramaswamy V S, Namakumari S, 4/e, Macmillan Publishers, 2011
3. Services Marketing – Rajendra Nargundkar, 3/e, TMH, 2010
4. Sales & Distribution Management – Tapan K Panda, Sunil Sahadev, 6/e, Oxford University Press.

<b>Course Code: MBAD15F1400</b>	<b>CORPORATE FINANCE</b>
<b>Course Type: HARD CORE</b>	<b>No. of Credits: 03</b>
<b>LTP = 1:1:1</b>	

**Course Objective:**

The course provides a strong fundamental foundation for corporate finance. It covers decisions that the firm takes on investment, financing and dividend distribution.

**Unit-1:** Indian Financial System- Components and Importance, Introduction to Financial Management- Goals, Objectives, Functions, Interface; Time Value of Money- Discounting and Compounding techniques.

**Unit -2:** Sources of long term finance, Cost of Capital- Cost of Equity, Debt, Preference Share Capital, Overall cost of capital; Capital Structure and Leverages, Capital Budgeting - Discounting and Non-Discounting Techniques.

**Unit -3:** Dividend Decisions - Factors affecting, types, Working Capital Management- Operating Cycle, Cash Cycle, Estimation of Working Capital requirements; Short term lending and borrowing; Bank financing and other sources of short term financing

**Unit-4:** Financial Planning and Financial Analysis- Forecasting financial statements, Innovative financial products Angel Financing, Venture Capital.

**Core Text:**

1. Financial Management - Khan M. Y.& Jain P. K, 6/e, TMH, 2011.
2. Financial Management - Prasanna Chandra, 8/e, TMH, 2011.

**Reference Books:**

1. Financial Management - Pandey I. M, 10/e, Vikas.
2. Fundamentals of Financial management – Brigham & Houston , 10<sup>th</sup> Ed, Cengage
3. Financial Management & Policy – James C VanHorne, 12<sup>th</sup> ed, Pearson, 2012.

<b>Course Code: MBAD15F1500</b>	<b>Human Resource Management</b>
<b>Course Type: HARD CORE</b>	<b>No. of Credits: 03</b>
<b>LTP = 1:1:1</b>	

**Course Objective:**

People (human resources) are viewed by most experts as the most important asset of any organization. Managing an organization’s people is often the most challenging and complex task required of a manager.

The objective of the course is to teach the basic principles of strategic human resource management—how an organization acquires, rewards, motivates, uses, and generally manages its people effectively. In addition to providing a basic legal and conceptual framework for managers, the course will introduce the manager to practices and techniques for evaluating performance, structuring teams, coaching and mentoring people, and performing the wide range of other people related duties of a manager in today’s increasingly complex workplace.

**Unit-1: Understanding the concept of HRM**

Importance, Evolution, Difference between HRM and PM, Model of HRM, HR's Role as Strategic Partner, HRIS, Managing global HR

**Unit-2: Procurement of Human Resource**

Job Analysis, HRP Process, Recruitment, Sources of Recruitment, Selection process, Interview and Types of Interviewing, Induction & Placement

**Unit-3: Managing Human Resource**

Training, Training need and process, Performance Management System, Job Evaluation and methods of Job Evaluation, Career Planning, Managing Promotions and Transfers

**Unit-4: Compensation and Productivity Management**

Wage and Salary Administration, Preparation of Salary Structure, Types of Benefits and Services, types of incentive Schemes, Performance productivity management-through TQM, Kaizen, Quality Circles

**Recommended Books:**

1. Human Resource Management by Gary Dessler
2. Human Resources Management by K Ashwathappa
3. Human Resources Management by C.B. Mamoria

**Reference Books:**

1. Recent experiences in HRD by T V Rao
2. Designing and Managing HRS by Udai Pareek
3. Strategic Human Resource planning and management by Rothwell and Kazanas



<b>Course Code: MBAD15F1600</b>	<b>Economics &amp; Business Environment</b>
<b>Course Type: HARD CORE</b>	<b>No. of Credits: 03</b>
<b>LTP = 2:1:0</b>	

**Course Objective:** The course facilitates the students to develop and hone mathematical and statistical skills for decision making

### **Unit-1: Introduction to Economics and demand**

Managerial Economics- Meaning, Nature, Scope, & significance. Fundamental Concepts of Managerial Economics: Opportunity Costs, Incremental Principle, Time perspective, Discounting and Equi-Marginal principles.

Theory of the Firm: Objectives of the firm, alternate objectives of firm. Managerial theories: Baumol's Model, Marris's Hypothesis, Williamson's Model. Behavioral theories: Simon's Satisficing Model, Cyert and March Model.

Demand analysis: Law Of Demand, Elasticity of demand. Measurement of elasticity of demand. Demand forecasting: Meaning & Significance, Methods of demand forecasting. Law of supply, Elasticity of supply.

Note: Illustrative numerical examples to be used to explain the concepts.

### **Unit-2: Cost Analysis and Market Structure**

Costs Analysis: Concept, Types of costs, Cost curves, Cost – Output relationship in the short run and in the long run, LAC curve.

Production analysis: Concepts, production function with one variable input - Law of Variable Proportions. Production function with 2 variable inputs and Laws of returns to scale.

Market structure and pricing practices: Perfect Competition, Features, Determination of price under perfect competition.

Monopoly: Features, Pricing under monopoly.

Monopolistic Competition: Features, Pricing Under monopolistic competition, Product differentiation.

Oligopoly: Features, Kinked demand Curve, Cartels, Price leadership.

### **Unit-3: Indian Economy and Business environment**

Indian Economy and Business environment: Nature and Scope, Structure of the Business Environment – Internal and External environment.

Structure of Indian Industry: Public and Private Sector Enterprises, Objectives of PSUs, Performance and shortcomings. Private Sector– growth, problems and prospects. SSI – Role in

Indian Economy. Industry Analysis: Textiles, Electronics, Automobile, FMCG, Telecom, Pharma Sectors

Globalization and Indian Business Environment: Meaning and Implications, Phases, Globalization Impact on Indian Economy across Sectors.

#### **Unit-4: Macro Economic Policies and Measuring the Economy**

Macroeconomic policies in India: Industrial policies of the post 1991. Monetary policy: Objectives, credit control tools. Fiscal policy: Objectives, budget, direct and indirect taxes, revenue and expenditures of the union and the state. Recent Foreign Trade and Exim policies. Disinvestments in Indian public sector Units since 1991.

Measuring the Economy: Basic economic Concepts, Open and Closed Economies, Primary, Secondary and Tertiary sectors and their contribution to the economy. SWOT Analysis for the Indian economy. Measuring GDP and GDP Growth rate. Components of GDP.

Business Cycle- Features, Phases, Economic Time series – Economic indicators, Correlation, persistence, coherence.

Inflation: Types, Measurement, Kinds of Price Indices.

National Income: Estimates, Trends, Measurement, Problems in measuring National Income.

#### **Practical component:**

1. Assessment of Impact of advertisement or sales promotion on the demand of a product (Preferably FMCG goods)
2. Study of demand elasticity for a product when there is a price increase or price decrease.
3. Demand forecasting – Mini project may be given to students to assess the demand for a product or a service using any method.
4. International Cultural environment- The problems faced by MNC's – A Case study.
5. 'Disinvestment in PSU's since 1991'- A case study
6. Tracking of business cycle for India using GDP data.

#### **Text Books:**

1. Managerial Economics –D M Mithani, 5/e, Himalaya Publication. 2011.
2. Managerial Economics – D N Dwivedi, 7/e, Vikas Publication. 2008
3. Managerial Economics – Dominick Salvatore, 6/e, Oxford Publishers, 2010.
4. Business Environment: Text and Cases - Justin Paul, 3/e, McGraw Hill, 2011.
5. Economic Environment of Business – Misra S. K & Puri V. K. , 6/e, Himalaya publishing house, 2010.
6. Business Environment - Fernando, 1/e, Pearson, 2011.

#### **Reference Books:**

1. Economics – Samuelson & Marks, 5/e, Wiley, 2009.
2. Managerial Economics - Craig H Petersen, W. Chris Lewis & Sudhir K Jain, 4/e, Pearson Education, 2006.

<b>Course Code: MBAD15F1700</b>	<b>Managerial Communication</b>
<b>Course Type: HARD CORE</b>	<b>No. of Credits: 03</b>
<b>LTP = 1:1:1</b>	

### **Course Objective**

The course aims at improving the oral as well as the Written communication skills of the students by focusing on the corporate requirements. The student will gain an understanding of what are the skills that he/she is required to possess to communicate within the organization, outside the organization etc.

### **Unit-1: Introduction To Managerial Communication**

Meaning, Importance & objective,- Principles of Communication, forms of communication, Communication Process, Barriers of effective communication, Techniques of effective communication, Communication structure in organization – Communication in conflict resolution - Communication in crisis. Communication and negotiation. Communication in a cross-cultural setting.

### **Unit-2: Oral Communication**

Meaning – Principles of successful oral communication – Barriers to communication – Conversation control – Reflection and Empathy: two sides of effective oral communication. Modes of Oral Communication, Listening, Feedback, Telephone messages, Public Speaking, Presentation, Communication through organizing various events like conference, press meet, seminars, fests etc. Interview Techniques, Group communication, Importance, Meetings - group discussions. Videoconferencing. **Non-verbal communication:** Body Language, Gestures, Postures, Facial Expressions, Dress codes. The Cross Cultural Dimensions of Business Communication. Listening & Speaking, techniques of electing response, probing questions, Observation. Business and social etiquettes.

### **Unit-3: Business Letters And Reports**

Writing Commercial Letters: Business Letter Format, Types of Letter – Routine Business Letters, Sales Letters, Business Memos, Resume and job applications, E- Mail Messages, Proposals, Technical Articles, Telegrams, Telex Message, Facsimiles, Electronic Mail, Handling a Mail, Maintaining a Diary, Legal Aspects of Business Communication. **Report writing:** Writing an Effective Report: Stages of Writing, Composing Business Messages, Style and Tone; Five Ws and one H of Report Writing, Planning and Types of Reports, Divisions, Numbering and use of Visual Aids, creativity in written communication, use of picture, diagram in written communication.

### **Unit-4: ROUTINE CORRESPONDENCE**

Circulars, drafting notices, handling complaints, evaluating interview performance, articles, formal invitations, proforma for performance appraisal, letters of appointment, captions for

advertising, company notice related shares, dividends, MoA, AoA, Annual Reports, Minutes of Meeting, action taken report on previous resolution.

### **BOOKS RECOMMENDED**

1. Lesikar, R.V. & Flatley, M.E. (2005). Basic Business Communication Skills for Empowering the Internet Generation. Tata McGraw Hill Publishing Company Ltd. New Delhi.
2. Ludlow, R. & Panton, F. (1998). The Essence of Effective Communications. Prentice Hall of India Pvt. Ltd.
3. Adair, J. (2003). Effective Communication. Pan Mcmillan.
4. Scot Ober, Contemporary Business Communication, Biztantra
5. Bovee, Thill and Schatzman, Business Communication today, Pearson
6. Nageshwar Rao and Rajendra Das, Business Skills, HPH
7. Mary ellen Guffy, Business Communication, Thomson

## SECOND SEMESTER

<b>Course Code MBAD15F2100</b>	<b>Business Research Methods</b>
<b>Course Type: HARD CORE</b>	<b>No. of Credits: 03</b>
<b>LTP = 2:1:0</b>	

**Course Objective:** The course facilitates the students to develop and hone mathematical and statistical skills for decision making

### **Unit-1: Business Research**

Business Research: An overview - Research process, problem formulation, management problem v/s. research problem, Steps involved in preparing business research plan/proposal. Business Research Design: Steps involved in a research design. Exploratory research: Meaning, suitability, collection, hypothesis formulation.

Descriptive research: Meaning, types of descriptive studies, data collection methods

Causal research: Meaning, various types of experimental designs, types of errors affecting research design. Analytical research: Introduction to analytical research.

### **Unit-2: Sampling & Testing of Hypothesis**

Sampling and sampling distribution: Meaning, Steps in Sampling process, Types of Sampling - Probability and non probability Sampling Techniques, validation of sample size.

Data collection: Primary and Secondary data Data collection Methods – Observations, Survey, Interview and Questionnaire design, Measurement & Scaling Techniques: Nominal Scale, Ordinal Scale, Interval Scale, Rating Scale, Attitude measurement – Likert's Scale, Semantic Differential Scale, Thurstone-equal appearing interval scale, MDS – Multi Dimensional Scaling.

Hypothesis Testing for means and proportions for small samples and large samples, ANNOVA test, Chi-square test

### **Unit-3: Introduction to Statistics and Statistical measures**

Definition of Statistics, Business Statistics and scope, Application of Statistics in Financial Decision making, Measures of Central Tendency, Dispersion, Skewness and Kurtosis- Interpretation and business applications.

### **Unit-4: Time series analysis and Index numbers:**

Time Series, Model Time Series, Trend Seasonal Variation and Forecasting, Tests of consistency, Correlation Techniques, Regression analysis, Index Relatives ,

### **Text Books:**

1. S C Gupta, Fundamentals of Statistics, 7<sup>th</sup> Edition Himalaya Publications
2. J K Sharma, Business Statistics, Pearson
3. Business Research Methods–Donald R. Cooper & Pamela S Schindler, 9/e, TMH, 2007.

### **Reference Book:**

1. B R Dey, Managerial Statistics, McMillan.

## MARKETING SPECIALIZATION

<b>Course Code: MBAD15F22M1</b>	<b>Consumer Behaviour</b>
<b>Course Type: ELECTIVE</b>	<b>No. of Credits: 03</b>
<b>LTP = 2:1:0</b>	

### **Course Objective:**

The course deals with the behavioral aspects of marketing management. It explains how the markets, consumers behave under circumstances and how the cultural, social, personal and psychological factors influence their behavior. The course should enable students to develop marketing strategies that are consumer based and create and enhance customer value.

### **Unit-1: Introduction to the study of Consumer Behaviour**

Meaning & Definition of CB, Consumer Research, Model of Consumer Behaviour: Input-Process-Output Model, Levels of Consumer Decision Making – Consumer Buying Decision Process,

### **Unit-2: Psychological Influences on Consumer Behaviour:**

**A) Motivation:** Basics of Motivation, Needs, Goals, Rational vs. Emotional motives, Motivation Process, Maslow's Hierarchy of Needs.

**B) Personality:** Basics of Personality, Theories of Personality, Applications of Personality concepts in Marketing, Personality and understanding consumer diversity, Brand Personality, Self and Self-Image.

**D) Perception:** Basics of Perception & Marketing implications, Elements of Perception, Dynamics of Perception.

**E) Learning:** Elements of Consumer Learning, Motivation, Cues, Response, Reinforcement, Marketing Applications of Behavioral Learning Theories, Classical Conditioning

### **Unit-3: Psychological Influences on Consumer Behaviour:**

**F) Attitude:** Basics of attitude, Models of attitude and Marketing Implication.

**G) Persuasive Communication:** Communications strategy, Target Audience, Media Strategy, Message strategies, Message structure and presentation.

### **Sociological Influences on Consumer Behaviour:**

**A) Social Class:** Social Class Basics

**B) Culture and Subculture:** Basics, Meaning, Characteristics, Factors affecting culture, Role of customs, values and beliefs in Consumer Behaviour. Subculture: Meaning, Types of subcultures  
Cross-cultural consumer analysis: Cross-cultural marketing strategy.

### **Unit-4: Sociological Influences on Consumer Behaviour:**

**C) Groups:** Meaning and Nature of Groups, Types

**D) Family:** The changing structure of family, Family decision making, Key family consumption roles, Traditional family life cycle & marketing implications.

**E) Reference Groups:** Understanding the power & benefits of reference groups, Factors that affect reference group influence, Types of reference groups, Reference group appeals.

**Consumer Influence and Diffusion of Innovations:**

**Opinion Leadership:** Dynamics of opinion leadership process, Market Mavens, Opinion Leadership & Marketing Strategy.

**Diffusion of Innovations:** Diffusion Process Adoption Process: Stages, categories of adopters

**Practical Component:**

- Students can go to malls and unorganized retail outlets and observe the behaviour of consumers of different demographic segments while buying different category of goods. Come back to class and present the findings / observations followed with a group discussion.
- Students can prepare a questionnaire and do a survey on consumer buying behaviour and present the findings in the class.
- Find three advertisements that appeal to the need for power, affiliation and achievement and discuss their effectiveness. Rewrite these for persons in different levels of Maslow's Hierarchy?
- Meet your friends and conduct a survey to find what are the important factors in their purchase of mobiles, shoes, bags etc. There are now plenty of advertisements regarding most products – how do they deal with this information overload?

**RECOMMENDED BOOKS:**

1. Consumer Behaviour - Leon Schiffman, Lesslie Kanuk, 10/e, Pearson, 2010.
2. Consumer behavior – David L. Loudon, Della Bitta, 4/e, McGraw Hill.
3. Consumer behaviour - Jay D. Lindquist, Joseph Sirgy, 1/e, Cengage Learning.
4. Consumer Behaviour – Raju M. S & Dominique Xardel, Vikas Publishing House.

**REFERENCE BOOKS:**

1. Consumer Behaviour in Indian Perspective – Suja Nair, Himalaya Publisher.
2. Customer Behavior : A Managerial Perspective – Sheth, Mittal, Cengage Learning.
3. Consumer Behaviour- Satish K. Batra & S H H Kazmi, Excell Books.
4. Consumer Behaviour – Kumar Rajeev, Himalaya Publisher.

<b>Course Code: MBAD15F22M2</b>	<b>Services Marketing</b>
<b>Course Type: ELECTIVE</b>	<b>No. of Credits: 03</b>
<b>LTP = 2:1:0</b>	

**Course Objective**

- The course equips the students to acquire core competencies & skill sets to make a successful career in the ever expanding Services Industry.
- To enable the students acquire an understanding of the concept and meaning of services management and the relationship process.
- To enhance students skills and knowledge in dealing effectively with a portfolio of services customers in a business setting.

### **Unit-1- Introduction to services**

Concepts, Service marketing triangle, Service marketing mix, GAP models of service quality, Marketing challenges in service industry, Consumer behaviour in services: Customer expectation of services, ZOT, Customer perception of service, Service encounters

### **Unit-2- Understanding customer expectation**

Customer defined service standards, Marketing research , Relationship marketing, Customer retention Strategies, Market segmentation, Service Leadership, Service design & Positioning

### **Unit-3-Role of personnel in Services**

Employee role in service designing, Customer's role in service delivery, Delivery through intermediaries- Key intermediaries for service delivery, Intermediary control strategies, Managing demand and capacity

### **Unit-4- Role of marketing communication, Pricing, Physical evidence**

Communication of services Pricing of services, Physical evidence in services

### **Recommended Books:**

1. Services Marketing-Valarie A. Zeithmal & Mary Jo Bitner,5/e, TMH, 2011.
2. Services Marketing- Christopher Lovelock, Pearson Education,2004.
3. Services Marketing: The Indian Perspective- Ravi Shankar, Excel Books, 2006.

### **Reference Books:**

1. Services Marketing - Rajendra Nargundkar, 3/e, TMH, 2010.
2. Services Marketing - Govind Apte, Oxford, 2007.
3. Services Marketing - Hoffman & Bateson, 4/e, Cengage Learning, 2007.

<b>Course Code: MBAD15F22M3</b>	<b>Integrated Marketing Communications</b>
<b>Course Type: ELECTIVE</b>	<b>No. of Credits: 03</b>
<b>LTP = 2:1:0</b>	



## Course Objectives

- To develop and understanding of the overall marketing process and the role of the promotional mix in the marketing mix and strategy.
- To develop an understanding of the role of advertising and promotion within the context of a balance of theoretical and practical perspectives.
- To analyze the relationship of five elements of the promotional mix.
- To understand the planning, implementation, and evaluation process of marketing communications.

## Module 1

**Introduction of IMC;** Concept and Process of Integrated Marketing Communications, Role of IMC in marketing process, Elements of IMC- Advertising – Purpose, Role, Classification of advertising, types, advertising campaigns. Sales Promotion-Different types of Sales Promotion, relationship between Sales promotion and advertising. Publicity – Types of Publicity, relationship between advertising and publicity. Public Relations – Types of PR,- Personal Selling, Direct marketing and direct response methods, Event Management.

## Module 2

**Advertising & Media Planning:** Advertising Agency, Type of agencies, Services offered by various agencies, Criteria for selecting the agencies and evaluation. Advertising objectives and Budgeting: Goal setting – DAGMAR approach, various budgeting methods used. Media planning: Developing Media plan, Problems encountered, Media Evaluation-Print, Broadcast media, Support media in advertising. Media strategy: Creativity, Elements of creative strategies and its implementation, Importance of Headline and body copy.

## Module 3

**International Advertising:** Global environment in advertising, Decision areas in international advertising: Internet advertising: Meaning, Components, Advantages and Limitations, Types of Internet advertising. Industrial advertising: B 2 B Communication, Special issues in Industrial selling. E-Commerce. Crisis Management communication.

## Module 4

**Monitoring, Evaluation and control:** Measurement in advertising, various methods used for evaluation, Pre-testing, Post testing. Ethics and social responsibility in IMC campaigns. Case studies in Indian context.

## Books recommended:

1. Advertising and Promotions IMC Perspectives: Belch and Belch – Tata Mc Graw Hill, 9/e, 2012.
2. Integrated Marketing Communications – Kenneth Blown & Donald Bach PHI,2002
3. Advertising ‘An IMC Perspective’ - S. N. Murthy / U.Bhojanna - Excel Books, 2007.
4. Advertising & Integrated Brand Promotion - O’Guinn, Allen, Semenik, Cengage Learning.

5. Integrated Advertising, Promotion, and Marketing Communications, Clow, Baack, 3/e, Pearson Education, 2007.
6. Integrated Marketing Communications – Niraj Kumar, HPH.

### Reference Books:

1. Foundations of Advertising, Chynawalla & Sethia, HPH, 2007
2. Advertising management - Rajeev Batra, John G Myers & Aaker, 5/e, PHI, 2007.
3. Event marketing and management- Sanjaya Singh, Vikas Publication, 2003.
4. Advertising Basics, Vilanilam, Varghese, Response Books, 2007
5. Advertising, Sangeeta Sharma & Raghuvir Singh, PHI, 2006.
1. 4. Otto Kleepner’s Advertising Procedure-PH
6. International Edition-Contemporary Advertising Irwin/McGraw-Hill
7. Integrated Marketing Communications – Duncon – TMH

<b>Course Code: MBAD15F22M4</b>	<b>Product &amp; Brand Management</b>
<b>Course Type: ELECTIVE</b>	<b>No. of Credits: 03</b>
<b>LTP = 2:1:0</b>	

### Course Objective

The purpose of the subject is to establish the role of product in marketing and give a fundamental understanding of how to build, measure, and manage a Product and further a brand. This course will enable students to apply the Brand equity and positioning Model to set mental perception in consumers mind.

### Part I – Product Management

#### Unit-I

Introduction: Product focused and Market focused organisations; Functionally Focused Organisation; Product Management: Changes affecting Product Management and Product Strategy. Planning: Product Planning and Process; Product Life Cycle; Product Attractiveness; Product Differentiation; Environment Analysis; Product Line Management.

#### Unit-II

Competitor Analysis: Product Features Matrix; Competitive Advantage and Product Positioning; Customer Analysis: Long term value of customers; Segmentation; New Product Development: Process; Why a new Product fails in the market?

### Recommended Books:

1. *Product Management* – Donald Lehmann & Russel S Winer; McGraw Hill Publication.
2. *Product Management* – Dr. C Anandan, McGraw Hill Publication.
3. *Product Management* – Michael Baker & Susan Hart, Pearson Education India.

## **Part II – Brand Management**

### **Unit -III**

Branding & Its Elements:

Introduction to Branding; Importance, Challenges & Opportunities; Brand Equity: Meaning & Bases of Measuring Brand Equity; Choosing Brand Elements; Brand Positioning Strategies.

### **Unit-IV**

Key Concepts in Branding:

Brand Knowledge: Dimensions & Leverage Process; Brand Personality: Types & Elements; Brand Image: Sources & Celebrity; Branding Strategies: Brand Extension, Types and Evaluation; Brand Repositioning: Meaning & Types; Brand Imitation: Meaning, Types and Strategies.

### **Recommended Books:**

1. *Strategic Brand Management* – Kevin Lane Keller, Latest Edition, Pearson Education.
2. *Brand Management: The Indian Context* – Moorthi YLR, Vikas Publication.
3. *Brand Management* – Tapan Panda; Latest Edition; Excel Publication.

### **Reference Books:**

1. *Brand Management* – Harish V Verma; Latest Edition; Excel Books.
2. *Managing Indian Brands* – Ramesh Kumar S; Vikas Publishing.
3. *Creating powerful Brands* – Chernatony, Latest Edition; Elsevier Publication.

# HUMAN RESOURCE SPECIALIZATION

<b>Course Code: MBAD15F22H1</b>	<b>Personal Growth and Interpersonal Effectiveness</b>
<b>Course Type: ELECTIVE</b>	<b>No. of Credits: 03</b>
<b>LTP = 2:1:0</b>	

## Course Objective

1. To enhance personal, interpersonal, and group effectiveness of the students
2. Developing a good insight into the behavioural dynamics of self and others
3. Sharpening skills to work well as members of a team as also leaders

## Unit 1: Personal Growth

Personal Growth Meaning, Nature, Personal Change, Life roles, Social roles, Organizational roles, Ego States, Johari Window

## Unit 2: Understanding Human Personality

Personality theories, Trait theories, TYPE A and B, Emotional intelligence, Attitudes, Belief, Values, Social Adjustments, Habit Formation, Seven Habits of Highly Effective People

## Unit 3: Interpersonal Relations

Interpersonal Needs, Conflict Resolution, FIRO-B, Transactional Analysis, Life Positions, Scripts, Games

## Unit 4: Basic Functions of Mind

Creativity and Innovation, Convergent Thinking, Divergent Thinking, Tools for convergent and divergent thinking, NLP

## Recommended Books:

1. Human Relations in Organizations- Robert N. Lussier, 6/e, McGraw Hill Publication
2. Organizational Behaviour: Human Behavior at work – John W. Newstrom and Keith Davis, 11/e, Tata McGraw Hill, 2003
3. Understanding OB- Udai Pareek, Oxford University Press

## Reference Books:

1. Theories of Personality – Calvin S Hall, 4/e, Wiley India
2. Seven Habits of Highly Effective People- Stephen R Covey
3. Training in Interpersonal Skills – Stephen Robbins, Pearson

<b>Course Code: MBAD15F22H2</b>	<b>Legal Aspects and Industrial Relations</b>
<b>Course Type: ELECTIVE</b>	<b>No. of Credits: 03</b>
<b>LTP = 2:1:0</b>	

### **Course Objective**

This course explores the role of law in the regulation labour-management relations in India. The students are to be acquainted with the Industrial relations and Social Security Frame-work prevailing in our system and to consider the political and social values which underlie collective bargaining and its regulation by the state, and to critically assess the effectiveness of the various legal mechanisms by exploring them to the variety of current issues, including globalization, the changing face of the Indian workforce, and changes in the nature of work itself.

#### **UNIT 1: Law**

The Factories Act, ESI Act, Employee Compensation Act, Maternity Benefit Act, Payment of Gratuity Act, Employee Provident Act, Minimum Wages Act, Bonus Act

#### **UNIT 2: Industrial Relation**

Introduction to Industrial relation, ILO and its role, Trade Union Act 1926, Impact of globalization on Trade union movement.

#### **UNIT 3: Industrial Dispute**

Meaning, Causes, Collective Bargaining, WPM, Prevention of sexual harassment at workplace

#### **UNIT 4: Law and procedure for employee discipline**

Industrial dispute Act, Misconduct, Show cause notice, investigation and charge sheet, Salient features of Industrial Employment (Standing order) Act 1946

#### **Recommended Books:**

1. Industrial Relations – Arun Monappa
2. Elements Of Mercantile Law- N.D.Kapoor
3. Industrial Relations and Labour laws- B.D Singh, Excel Books

#### **Reference Books:**

1. The Future of Industrial Relations. New Delhi Sage, 1994. Niland JR
2. Industrial & Labour Laws – S P Jain
3. Bare Acts

<b>Course Code: MBAD15F22H3</b>	<b>Strategic Talent Management</b>
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<b>Course Type: ELECTIVE</b>	<b>No. of Credits: 03</b>
<b>LTP = 2:1:0</b>	

### Course Objective

The objective of this course is designed to create symbiotic relationship between talent and organization to accelerate performance improvements by instituting talent management system that ensures identification, management, development of talent portfolio

#### UNIT 1: Talent Management

Attracting and Retaining Talent, Employee Branding, Work Life Balance Initiatives, Employee Engagement, Q 12 Model of Gallup

#### UNIT 2: Performance Management

Performance Management System, PM Process, Performance Appraisal and methods, Performance Development Plans, Performance linked career planning and promotion policy

#### UNIT 3: Compensation Management

Competency Methods, Approaches, Mapping Procedures and steps, Methods of Data Collection, Recording, Analyzing and validating the competency models

#### UNIT 4: Succession and Career Planning

Significance, Succession Planning process, Career Planning, Career Stages, creating growth opportunity, Mentoring, Continuity of leadership and its impact on business

#### Recommended Books:

1. Competency mapping, Assessment and Growth - Naik G.P, IHRM, 2010.
2. Performance Management - Herman Aguinis, Pearson Education, 2007
3. The Talent Management Hand Book - Lance A. Berger & Dorothy R. Berger, Tata McGraw Hill
4. Appraising & Developing Managerial Performance- Rao T. V, Excel

#### Reference Books:

1. Performance Management - Dixit Varsha, 1/e, Vrinda Publications Ltd
2. A Handbook of Competency Mapping – Seema Sangi, Response Books, 2004
3. The Talent Management Hand Book - Lance A. Berger & Dorothy R. Berger, Tata McGraw Hill.

<b>Course Code: MBAD15F22H4</b>	<b>Leadership and Ethics</b>
<b>Course Type: ELECTIVE</b>	<b>No. of Credits: 03</b>
<b>LTP = 2:1:0</b>	

### Course Objective

To make the students understand today's uncertain business climate, calls for visionary leaders , the Program for Leadership Development presents an integrated view of the fundamentals of management by gaining a deeper understanding of core business functions and it helps decision-making skills and expand student's leadership capacity.

#### **UNIT 1: Introduction to Leadership**

Importance of Leadership, Roles of a Leader, Traits of leader, Leadership attitudes, Styles of leadership and Leadership Theories and Models.

#### **UNIT 2: Organizational Leadership**

Transformational and Transactional Leadership, Leadership culture and diversity, Strategic leadership, Leadership development through self-awareness, Self-discipline, education, experience. Indian cases on leadership.

#### **UNIT 3: Leader – follower relations**

Followers, Evolution of Dyadic theory, Leader member exchange theory, Fellowship, Delegation, Coaching and Managing Conflict.

#### **UNIT 4: Ethics and Its importance**

Meaning of ethics, business ethics, relation between ethics and business ethics, nature , importance, approaches to business ethics, sources of ethical knowledge for business roots of unethical behaviour, ethical decision making, benefits from managing ethics at workplace

#### **RECOMMENDED BOOKS:**

1. Effective Leadership – Lussier/Achus, Tjird edition, Thomson South western , 2007
2. Leadership – Enhancing the lessons of experience, Hughes, Ginnet, curphy, Fifth edition, Tata McGraw Hill, 2006
3. Business Ethics and Corporate Governance - Ghosh B. N, Tata McGraw-Hill, 2012.

#### **REFERENCE BOOKS:**

1. Leadership in Organizations, Gary Yukl, Perason Education , 6th Edition.
2. Business Ethics - Bajaj P. S & Raj Agarwal, Biztantra, 2012.

### **FINANCE SPECIALIZATION**

<b>Course Code: MBAD15F22F1</b>	<b>Mergers Acquisition and Corporate Restructuring</b>
<b>Course Type: ELECTIVE</b>	<b>No. of Credits: 03</b>
<b>LTP = 2:1:0</b>	

**Course Objective:** The objective of this course is to acquaint the students with various aspects like corporate restructuring, M&A environment; how value is created (or destroyed) as a result of corporate strategies, accounting and regulation of mergers and takeovers

**Unit 1: Introduction to Mergers and Corporate Restructuring**

Mergers- in the nature of acquisitions and amalgamations. types of merger, motives behind mergers, theories of mergers.

M & A – A strategic perspective- industry life cycle and product life cycle analysis in M&A decision, strategic approaches to M&A, SWOT analysis, BCG matrix, Porter's Five forces model Merger Process: M&A process, Five-stage model, due diligence

**Unit 2: Corporate restructuring and take over**

Meaning of corporate restructuring, need, scope and modes of restructuring, historical background, global scenario, national scenario. Strategies - Planning, formulation and execution of various corporate restructuring strategies - mergers, acquisitions, takeovers, MLPs, ESOP, disinvestments and strategic alliances. Demerger and reverse merger.

Takeovers, types, hostile takeover approaches, Takeover defenses, financial defensive measures, Coercive offers and defense, anti-takeover amendments.

**Unit 3: Valuation**

Valuation: valuation approaches , discounted cash flow valuation, relative valuation, valuing operating and financial synergy, valuing corporate control, valuing of LBO

Methods of financing mergers, cash offer, and share exchange ratio – mergers as a capital budgeting decision

Accounting for amalgamation: pooling of interest method, purchase method

**Unit 4: Post merger re organization and Winding up**

Post Merger Re-organization-Factors in post merger reorganization, integration of businesses and Operations, financial accounting, taxation, post merger valuation, human and cultural aspects; assessing accomplishment of post merger objectives; measuring post merger efficiency.

Winding up: Concept; modes of winding up; administrative machinery for winding up. Winding up process and procedure

**Text Books:**

1. Fred Weston, Kwang S Chung, Susan E Hoag – Mergers,Restructuring And Corporate Control – Pearson Education, 4/e
2. Mergers acquisitions and Business valuation – Ravindhar Vadapalli Excel books, 1/e 2007
3. Ashwath Damodaran – Corporate Finance-Theory And Practice – John Wiley & Sons

**Reference Books:**

1. Sudi Sudarsanam – Value Creation From Mergers And Acquisitions –Pearson Education, 1/e, 2003



2. Valuation for mergers Buyouts & Restructuring – Arzak Wiley India (P) Ltd.
3. Weston, Mitchel And Mulherin - Takeovers, Restructuring and Corporate Governance – Pearson Education, 4/e, 2003.

<b>Course Code: MBAD15F22F2</b>	<b>Financial Markets And Services</b>
<b>Course Type: ELECTIVE</b>	<b>No. of Credits: 03</b>
<b>LTP = 2:1:0</b>	

**COURSE OBJECTIVE:** The course provides the students with the information about the different types of financial services and equips him with the basic knowledge about the different types of financial markets and the services available.

**Unit 1** Financial Markets- Introduction to Capital Market, Money Market, Forex Market, Derivatives Market, Commodities market, Participants, functions, Instruments, importance;

**Unit 2** Issue Management – Merchant Banker, different functions of Merchant Banker, SEBI Guidelines for Merchant Bankers. Housing finance-Institutions and banks offering housing finance, procedure of loan. Leasing and Hire purchase; Difference and types; problems; reverse mortgage,

**Unit 3** Bills Discounting, Factoring and Forfeiting; differences, types, advantages; latest trends in factoring and forfeiting; Securitization of Debt; Process of Securitization, benefits and issues; Special Purpose Vehicle; Venture Capital: Concept, features, Origin in India and the current Indian scenario. Angel Financing, Examples

**Unit 4** Credit Rating – Process, Advantages, Credit Rating Methodology, Rating Agencies, Symbols, Depository System: Objectives, activities, interacting systems, Role of depositories and their services, Advantages of depository system -NSDL and CDSL. The process of clearing and settlement through Depositories, Depository Participants

**Text Books:**

1. Financial services- Khan M.Y, 6/e, McGraw Hill, 2011.
2. Financial Markets and Services – Gordon & Natarajan, 7/e, Himalaya publishing, 2011.

**Reference Books:**

1. Banking Theory and Practice – Shekar & Shekar, Vikas, 20/e, 2011.
2. Indian Financial System—Khan M. Y, 7/e, TMH, 2011.
3. Indian Financial System – Machiraju, 4/e, Vikas, 2010.
4. Financial Services, Shanmugam, Wiley India, 2011

<b>Course Code: MBAD15F22F3</b>	<b>Investment Analysis and Portfolio Management</b>
<b>Course Type: ELECTIVE</b>	<b>No. of Credits: 03</b>
<b>LTP = 2:1:0</b>	

**Course Objective:**

At the end of the course students will be able to demonstrate knowledge of the dynamics of investment and underlying tools & techniques of investment decision making and apply the knowledge in construction and management of portfolios.

**Unit 1:**

Meaning of investment and securities, investment attributes, investment alternatives, Functioning of Stock Exchanges, Trading and Settlement Procedures, Leading Stock Exchanges in India. Stock Market Indicators - Types of stock market Indices. Mutual Funds - Types, Performance evaluation of Mutual Funds, Functions of Asset Management Companies, NAV.

**Unit 2:**

Risk and Return Concepts - Concept of Risk, Types of Risk, Calculation of Risk and Returns. Valuation of Securities – Valuation of Bond, Valuation of equity and Preference Shares (Dividend Capitalization and CAPM Model).

**Unit 3:**

Fundamental & Technical analysis of equity stocks - Concepts of Intrinsic value, Economic – Industry – Company framework. Industry Analysis, Company Analysis. Technical analysis of stocks, Dow Theory, charting techniques, SMA, WMA, EMA, ROC, RSA, RSI, MACD analysis, Moving average analysis, Japanese Candlesticks, Efficient Market Hypothesis.

**Unit 4:**

Modern Portfolio Theory – Asset allocation decision, Dominant and Efficient portfolio, Simple and Markowitz Diversification model. Portfolio Performance Evaluation – Sharp, Treynor and Jensen's Measure. Portfolio Revision – Active and Passive strategies & Formula plans.

**Practical Component:**

1. Group project on economy analysis, industry analysis, company analysis
2. Group project on technical analysis

**Text Books**

1. Investment Analysis and Portfolio management – Prasanna Chandra, 3/e, TMH, 2010.

**Reference Books:**

1. Investment Management – Bhalla V. K, 17/e, S.Chand, 2011.
2. Security Analysis & Portfolio Management – Fisher and Jordan, 6/e, Pearson, 2011.
3. Security Analysis & Portfolio Management – Punithavathy Pandian, 2/e, Vikas, 2005.
4. Investments – ZviBodie, Kane, Marcus & Mohanty, 8/e, TMH, 2010.

<b>Course Code: MBAD15F22F4</b>	<b>Derivatives and Risk Management</b>
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<b>Course Type: ELECTIVE</b>	<b>No. of Credits: 03</b>
<b>LTP = 2:1:0</b>	

### **Course Objective:**

The objective of this course is to explore the use of basic types of derivative instruments in the context of financial risk management by firms and financial institutions. Students are expected to develop competencies in pricing and use of financial derivatives, including options, futures, forwards and credit derivatives in risk management, hedging and trading strategies.

#### **UNIT 1:**

Over view of Risk, Insurance and Risk Management: Introduction to Risk and Insurance. Risk identification and Risk Evaluation, Risk assessment & Management and Risk control.

#### **UNIT 2:**

Risk Management using futures and forwards: Valuation of futures, valuation of forward contracts and differences between futures and forwards. Mechanics of buying & selling futures, Margins, Hedging using futures, specification of futures, Commodity futures, Index futures interest rate futures and arbitrage opportunities.

#### **UNIT 3:**

Risk Management using Options: Types of options, option pricing, factors affecting option pricing, call and put options on dividend and non-dividend paying stocks, put-call parity mechanics of options, stock options, options on stock index, options on futures and interest rate options. Concept of exotict option, Hedging & Trading strategies involving options, valuation of option: basic model, one step binomial model, Black and Scholes analysis, option Greeks. Arbitrage profits in options.

#### **UNIT 4:**

Derivatives: Types of derivatives, Commodity derivatives, commodity futures market, exchanges for commodity futures in India, Forward markets, commissions and regulations, commodities traded, trading and settlements and physical delivery of commodities.

Value at Risk (VAR): Measure, Historical simulation, Model building approach, linear approach, Quadratic model, Monte Carlo simulation, stress testing and back testing.

### **Text Books:**

1. Options Futures & Other Derivatives - John C. Hull, 6/e, Pearson Education.
2. Options & Futures- Vohra & Bagri, 2/e, TMH.
3. Introduction to Risk Management & Insurance – Mark S. Dorfman, 9/e, Pearson, 2008.
4. Financial Derivatives –Kumar S. S. S, PHI, 2007.

## **Reference Books:**

1. Risk Management and Insurance, Treishumann, James S., 12/e, Cengage Learning.
2. Options & Futures –Edwards & Ma, 1/e, MacGraw Hill.
3. Risk Management – Koteswar, HPH.

## BANKING & INSURANCE SPECIALIZATION

<b>Course Code: MBAD15F22B1</b>	<b>Credit Management</b>
<b>Course Type: ELECTIVE</b>	<b>No. of Credits: 03</b>
<b>LTP = 2:1:0</b>	

### Course Objective:

At the end of the course students will be able to know the Principles of lending, Forms of advances, Credit Risk Assessment, Stressed Assets Management and Recovery Methods of banks.

**Unit 1:** Principles of lending, Forms of advances, Deregulation of interest rates, concept of BPLR, Base rate, Different types of security, Different types of borrowers – individual, proprietary, partnership, companies, Trusts, Company advances - Advances to large industries – general principles, exposure norms, credit reporting system, credit delivery system, multiple/consortium/syndication mode; Concept of MPBF (Tandon, Chore, Nayak Committee), 1997 Kannan Committee, Financial Follow up Reports, Projected Balance Sheet Method- Operating Cycle, Projected level of operations, Profitability, Inventory and receivable norms, Credit Delivery System (Jilani Committee, Projected Turn-over method, Flexible approach to Current Ratio, CMA.

**Unit 2:** Cash Budget Method. Documentation – Charge creation, search, filing, modification, satisfaction, floating/fixed, Pari passu. Bridge Finance, LC and Bank Guarantees - financial, performance, deferred payment, RBI guidelines, Letter of Comfort. Credit Risk Assessment - borrower/facility rating; internal/external; hurdle/default rate; risk assessment for new borrowers.

**Unit 3:** Term Loan, Project Finance, infrastructure lending. Financing of Trade and Services sector, Fair Practices Code for Lenders, Definition of Priority Sector - Latest guidelines of RBI for Priority, Mandated targets prescribed by RBI and our position & Investment in RIDF, Scheme of RIDF.

**Unit 4:** Stressed Assets Management - Quick mortality accounts, Special Mention Accounts (SAM), Monitoring of Standard assets, Review of SAM, Sub-standard, Doubtful and Loss assets; Different Recovery Methods - compromise settlements, One-Time Settlements (OTS), Through Lok Adalats,. IRAC Norms - Income Recognition and Identification of NPAs; P R Khanna Committee on asset classification - RBI guidelines on Renewal/Review of limits; Technical NPAs, Prudential guidelines on Restructuring of Advances by banks – norms, agricultural advances, Asset Classification, Provisioning for Assets . Interest not collected account, Advances under collection account, Partial write-off, and unsecured exposures.

### Practical Components:

1. Study Forms of advances provided by a Bank and submit the report on the same.
2. Study borrower/facility rating by internal/external in bank and submit the report on the same.
3. Study the Debt Recovery Methods of a Bank and submit the report on the same.
4. Study the Term Loan & Project Finance of a Bank and submit the report on the same.

**TEXT BOOKS:**

1. W. Koch Scott, Timothy. “Bank Management” Thomson Learning, New Delhi.
2. Shekar and Shekar “Banking Theory and Practice” Vikas Publishing House, New Delhi.
3. All about UCP 600; R.N Bose, Macmillan Publishers

**REFERENCE BOOKS:**

1. Vishwanathan R. “Industrial Finance” Macmillan, New Delhi.
2. IIBF, “Risk Management” Macmillan, New Delhi.
3. Prasad K, Nirmala and Chandradas. “Banking and Financial System” Himalaya Publishing House, Mumbai.
4. Co-operative banking operations; IIBF; Macmillan Publishing House

<b>Course Code: MBAD15F22B2</b>	<b>Bank Management And Retail Banking Operations</b>
<b>Course Type: ELECTIVE</b>	<b>No. of Credits: 03</b>
<b>LTP = 2:1:0</b>	

**Course Objective:**

At the end of the course students will be able to know the fundamentals of banking business, Principles of banking, Pricing of bank’s products, Bank’s credit policy and Management, Management of Noninterest income and expenses, and Trends and Future of International Banking.

**Unit 1:** Fundamentals of Banking Business - Principles of Banking, Role of Banks, Intermediation, Payment System Constituent, Financial Services. Structure of Banking Business - Banking System, Classification of Banks, Organisation and Structure. Planning and Management - Operational Efficiency and Productivity Planning, Business Planning and Targeting, Assessment of Business Potential, Service Requirement and Manpower Planning, Management of Operation Costs, Centralised Operations, Transfer Pricing, Reporting to RBI

**Unit 2:** Pricing of Bank’s Products - Managing Deposit Services, Pricing Deposit-related Services, Pricing Business Loans, and Pricing Consumer Loans. Marketing of Bank Services - Applicability of Marketing Mix (“Ps”) in Banks. Private vs. Public Sector Banks, Relationship Marketing, Distribution Channels. Bank’s credit policy and Management - Need for Credit Policy, Credit Process, RBI’s Credit Policy, Characteristics of Loan Products.

**Unit 3:** Introduction to Retail Banking - Characteristics of a commercial bank, International banking, Wholesale banking, Retail banking in India, Reasons for retail growth – An analysis, Advantage of retail banking, The path ahead in India, The barriers to the development of Indian

banking sector. Retail Banking Liability Products - Types, Method of opening deposit accounts, Rules Regarding Deposits. Retail Banking-Asset Products, Principles of lending Loans, Cash credit, Purchase of/discounting bills, Letter of Credit and Guarantees and indemnity, Guarantee-Non fund credit, Credit card.

**Unit 4:** Payment Systems - Remittance Products, Traditional instruments, Internet banking, and Automated Teller Machine (ATM) debit card, Credit card, Electronic Clearing Service (ECS), Electronic Funds Transfer (EFT), Smart card, Mobile banking, Cheque truncation. Other Financial Services - Sale of Gold Coins, Locker, Safe Custody, Collection of Cheques, Discounting of cheques, Collection of Trade Bills, Third Party products, Mutual fund, Insurance. Customers of Retail Banking. KYC [Know Your Customer], AML [Anti Money Laundering], Need for KYC and AML, Applicability of KYC

#### **Practical Components:**

1. Study Operational Efficiency and Productivity Planning of a Bank and submit the report on the same.
2. Study the Business Planning and Target setting of a bank and submit the report on the same.
3. Study the Marketing Mix (“Ps”) adopted by Banks and submits the report.
4. Study the Pricing of Bank’s Products in any bank and submits the report on the same.
5. Study the Strategies to Manage Non-interest Expenses of a Bank and submit the report on the same.
6. Study Retail Banking Liability Products and Retail Banking-Asset Products of a Bank and submit the report on the same.
7. Study the strategies followed by a bank in Marketing of Retail Banking Products and submit the report on the same.
8. Study the principles of lending followed by a bank.
9. Study New Channels of Banking Operations and submit a report.

#### **Text Books:**

1. Koch W, Timothy, & S. Scott. —Bank Management, Thomson, New Delhi
2. IIBF. —Principles of Banking|| Macmillan, New Delhi.
3. Gupta, P K —Fundamentals of Insurance. Himalaya Publishing House, Mumbai.
4. Black, Kenneth and Horord D Shipper. —Life & Health Insurance Pearson Education, New Delhi.
5. Ganguly, Anand. —Insurance Mangement, New Age International, New Delhi.

#### **Reference Books:**

1. Mithani and Gordon. —Banking and Financial Systems, Himalaya Publishing House, Mumbai.
2. Sunderaram and Varshney. —Banking Theory, Law and practice, Sultan Chand & Sons, New Delhi.
3. Prasad K, Nirmala, J Chandradas. —Banking and Financial System, Himalaya Publishing House, Mumbai.
4. Jha, S M. —Service Marketing, Himalaya Publishing House, New Delhi.



<b>Course Code: MBAD15F22B3</b>	<b>Fundamentals of Actuarial Science</b>
<b>Course Type: ELECTIVE</b>	<b>No. of Credits: 03</b>
<b>LTP = 2:1:0</b>	

**Course objective:**

The subject of Actuarial Science has derived its roots from Mathematics, Statistics, Economics and Finance. It has applications in the field of Life insurance, General insurance, Health insurance, Reinsurance, Valuation of Retirement Benefits viz. Gratuity, Pension, leave Encashment, etc. Asset valuation, Pricing of Securities and Derivatives, Risk Valuation, Risk Management and so on.

**Unit 1: Introductory Statistics and Insurance Applications**

Introduction - Discrete Probability Distributions - Continuous Probability Distributions - Mixed Distributions - Insurance Applications - Sum Of Random Variables Principles of Premium Calculation Introduction - Properties of premium principles - Examples of premium principal - Individual Risk Model- Models For Individual Claims - The Sum Of Independent Claims - Approximations

**Unit 2: Survival Distribution and Life Tables**

Introduction - Uncertainty Of Age At Death- Survival Function, Time – Until - Death for a Person - Curtate Future Lifetime - Force Of Mortality - Life Tables, Examples - Deterministic Survivorship Group - Life Table Characteristics - Assumptions For Fractional Age- Some Analytical laws Of Mortality, Life Insurance & Annuities

Introduction - Models For Insurance Payable At The Moment Of Death, Insurance Payable At The End Of The Year Of Death And Their Relationships - Introduction to life annuities - Continuous Life annuities - Discrete Life annuities - Life annuities with periodic payments

**Unit 3: Introduction to Derivatives**

Forward Contracts -.Spot Price, Forward Price, Future Price- -Call and Put Options 3.14 Zero - Coupon Bonds and Discount Bonds, Pricing Derivatives

Arbitrage Relations and Perfect Financial Markets -Pricing Futures - Put -Call Parity for European Options -Relationship between Strike Price and Option Price

Tools Needed for Option Pricing -.Wiener Process -.Stochastic Integration -Stochastic - Differential Equations

**Unit 4: Stochastic Models in Finance**

Discrete Time Process: Binomial model with period One - Continuous Time Process: Geometric Brownian Motion - Ito's Lemma - Black - Scholes Differential Equation - Black -Scholes Formula for European Options - Hedging Portfolios: Delta, Gamma and Theta Hedging

.Binomial Model for European Options Cox -Ross- Rubinstein Approach to Option Pricing - Discrete divide

**Text Books:**

1. Statistics of Financial Markets: An Introduction, 3Rd Edition, Springer. pp 43 – 50
2. Discrete Stochastic Processes •Franke, J., Hardle, W.K. and Hafner ,C.M. (2011):
3. Introductory Statistics and Insurance Applications • Dickson, C.M.D. (2005)
4. Insurance Risk and Ruin (International Series on Actuarial Science), Cambridge University Press
5. Bowers, N. L., Gerber, H. U., Hickman, J. C., Jones, D. A. and Nesbitt, C. J. (1997)
6. Life Insurance • Bowers, N. L., Gerber, H. U., Hickman, J. C., Jones, D. A and Nesbitt, C. J. (1997)

<b>Course Code: MBAD15F22B4</b>	<b>Banking Related Laws And Practices</b>
<b>Course Type: ELECTIVE</b>	<b>No. of Credits: 03</b>
<b>LTP = 2:1:0</b>	

**Course Objective:**

At the end of the course students will be able to know the legal framework regulation that regulates the banking operations.

**Unit 1:** Legal framework regulation of banks - Constitution of Banks, RBI Act 1934, Banking Regulation Act 1949, Negotiable Instruments Act- Negotiable Instruments, Characteristics, Types, Parties to a Negotiable Instrument, Negotiation, Presentment, Dishonor, Discharge of a Negotiable Instrument, Payment and Collection of Cheques. Contract of Indemnity and Guarantee - Indemnity Applicability to Banks, Rights of Parties in an Indemnity, Meaning of Guarantee , Guarantee applicability to Banks, Rights of Parties in a Guarantee. Contract of Bailment and pledge - Classification of Bailment, Duties and Rights Bailor and Bailee, Meaning of Pledge, Rights and duties of Pawnor and Pawnee.

**Unit 2:** Transfer of Property Act - Transfer of Immovable Property, Sale of Immovable Property, Mortgages and Charges, Rights and Liabilities of Parties, Lease and Exchange of Property, Gifts and Actionable Claims. Foreign Exchange Management Act - Authorised Persons to Deal in Foreign Exchange, Authorities under FEMA, Adjudicating Authorities and their Jurisdiction, Directorate of Enforcement. Banker's right of lien, setoff and appropriation - Banker's Right of Lien, Particular Lien and General Lien, Set-off and Appropriation, Rule in Clayton's case.

**Unit 3:** SARFESAI Act - Definitions and Scope of the Act, Regulations, Enforcement of Security, Offences and Penalties, Miscellaneous Provisions. Recovery of Debts Due to Banks and Financial Institutions Act, 1993 (DRT Act) - Definitions, Establishment and Powers of Tribunal, Composition of Tribunal, Procedure of Tribunal, Recovery of Debt Determined by Tribunal. Banker's Book of Evidence Act- Applicability and Definitions, Conditions in the Printout, Inspection of Books

**Unit 4:** Consumer Protection Act - Definitions, Consumer Protection Councils, Consumer Disputes Redressal Agencies. Banking Ombudsman Scheme - Purpose and Extent,

Establishment and Powers, Procedure for Redressal of Grievance, Arbitration and Conciliation Procedure. Banking Codes and Standard Board of India - Definitions, Formation of Banking Codes and Standards Board of India, Powers of the Board, Banking Codes and Rules MSE Code; Breach and Sanctions, Grievance Redressal. Laws relating to Cooperative Banks - Meaning, Cooperative principles, Regulation of Co-operative Banks, Laws Relating to Co-operative Banks.

**Practical Components:**

1. Study Banking Regulation Act 1949 and submit a report on how the act regulates the bank operations.
2. Study the Guarantee applicability to Banks in any bank and submit the report.
3. Study the Mortgages and Charges procedure followed by a bank and submits the report on the same.
4. Study the Recovery of Debts Due to Banks in a bank and submit the report.

**Text Books:**

1. Banking law and practice in India by M.L. Tannan
2. Banking theory, law and practice by P.N. Varshney
3. IIBF. “Principles of Banking” Macmillan, New Delhi.
4. IIBF, “Legal Aspects of Banking Operations” Macmillan, New Delhi.

**Reference Books:**

1. Srivastava P. K. “Banking Theory& Practice” Himalaya publishing House, Mumbai.
2. Natarajan and Gorden. “Banking Theory Law and Practice”

**OPERATIONS MANAGEMENT SPECIALIZATION**

<b>Course Code: MBAD15F2201</b>	<b>BPR &amp; Enterprise Resource Planning</b>
<b>Course Type: ELECTIVE</b>	<b>No. of Credits: 03</b>
<b>LTP = 2:1:0</b>	

**Course Objectives**

- Enterprise Resource Planning (ERP) is a type of integrated Information System (IS) which have come into prominence in recent time and whose purpose is to bring in an overall improvement in the Business Process Re-engineering by integrating the isolated and standalone IS of the organization corresponding to each of the functional areas.
- The objective of the present course is to introduce ERP to the students as an enterprise wide integrated Information system. Issues connected with the Architecture and design of such an application package is included.
- To understand the pre and post implementation issues of introduction of ERP and BPR

**UNIT 1: Introduction to ERP**

Enterprise – An Overview Integrated Management Information, Business Modeling, Integrated Data Model Business Processing Reengineering(BPR), Data Warehousing, Data Mining, On-line Analytical Processing(OLAP), Supply Chain Management (SCM), Customer Relationship Management(CRM), MIS - Management Information System, DSS - Decision Support System, EIS - Executive Information System.

**UNIT 2: Benefits of ERP**

Reduction of Lead-Time, On-time Shipment, Reduction in Cycle Time, Improved Resource Utilization, Better Customer Satisfaction, Improved Supplier Performance, Increased Flexibility, Reduced Quality Costs, Improved Information Accuracy and Design-making Capability

**UNIT 3: ERP Implementation Lifecycle**

Pre-evaluation Screening, Package Evaluation, Project Planning Phase, Gap Analysis, Reengineering, Configuration, Implementation Team Training, Testing, Going Live, End-user Training, Post-implementation (Maintenance mode)

**UNIT 4: BPR**

Historical background: Nature, significance and rationale of business process reengineering (BPR), Fundamentals of BPR. Major issues in process redesign: Business vision and process objectives, Processes to be redesigned, Measuring existing processes, Role of information technology (IT) and identifying IT levers. Designing and building a prototype of the new process: BPR phases, Relationship between BPR phases.

**Text Books:**

1. Pankaj Sharma. Enterprise Resource Planning. Aph Publishing Corporation, Newdelhi, 2004.
2. Hanson, J.J. "Successful ERP Implementations Go Far Beyond Software." San Diego Business Journal (5 July 2004).
3. Olinger, Charles. "The Issues behind ERP Acceptance and Implementation." APICS: The Performance Advantage
4. Millman, Gregory J. "What Did You Get from ERP and What Can You Get?" Financial Executive (May 2004).

<b>Course Code: MBAD15F22O2</b>	<b>Supply Chain Management</b>
<b>Course Type: ELECTIVE</b>	<b>No. of Credits: 03</b>
<b>LTP = 2:1:0</b>	

**Course Objectives**

- To Analyze the manufacturing operations of a firm.
- To Apply sales and operations planning, MRP and lean manufacturing concepts
- To Apply logistics and purchasing concepts to improve supply chain operations

**UNIT 1: Introduction to Supply Chain Management**

Supply chain - objectives - importance - decision phases - process view -competitive and supply chain strategies - achieving strategic fit – supply chain drivers - obstacles – framework - facilities

-inventory-transportation-information-sourcing-pricing.

## **UNIT 2: Designing the distribution network**

Role of distribution - factors influencing distribution - design options - e-business and its impact – distribution networks in practice –network design in the supply chain - role of network -factors affecting the network design decisions modeling for supply chain. Role of transportation - modes and their performance – transportation infrastructure and policies - design options and their trade-offs tailored transportation.

## **UNIT 3: Supply Chain Analysis.**

Sourcing - In-house or Outsource - 3rd and 4th PLs - supplier scoring and assessment, selection - design collaboration - procurement process - sourcing planning and analysis. Pricing and revenue management for multiple customers, perishable products, seasonal demand, bulk and spot contracts.

## **UNIT 4: Dimensions of Logistics**

A macro and micro dimension - logistics interfaces with other areas - approach to analyzing logistics systems - logistics and systems analysis - techniques of logistics system analysis - factors affecting the cost and importance of logistics. Demand Management and Customer Service Outbound to customer logistics systems - Demand Management –Traditional Forecasting - CPFRP - customer service - expected cost of stock outs - channels of distribution.

### **Text Books:**

1. Sunil Chopra and Peter Meindl, Supply Chain Management – Strategy, Planning and Operation, Pearson/PHI, 3rd Edition, 2007.
2. Supply Chain Management by Janat Shah Pearson Publication 2008.
3. A Logistic approach to Supply Chain Management – Coyle, Bardi, Longley, Cengage Learning, 1/e
4. Donald J Bowersox, Dand J Closs, M Bixby Coluper, Supply Chain Logistics Management, TMH, Second Edition, 2008.
5. Wisner, Keong Leong and Keah-Choon Tan, Principles of Supply Chain Management A Balanced Approach, Cengage Learning, 1/e
6. David Simchi-Levi et al, Designing and Managing the Supply Chain – Concepts

<b>Course Code: MBAD15F22O3</b>	<b>Production &amp; Operations Management</b>
<b>Course Type: ELECTIVE</b>	<b>No. of Credits: 03</b>
<b>LTP = 2:1:0</b>	

### **Course Objectives**

The course is intended to provide a basic background in problems and opportunities encountered by managers in contemporary production and operations management. These will include, but not be limited to, issues concerning such management areas as

- The planning and control of whatever productive activity comprises the business of the enterprise,
- The location and layout of the facility from which the production or service activity is accomplished,
- The design of the productive facility from both a machine and human viewpoint,
- The design of the activity to be accomplished by the humans in the system, and the improvement of all of these areas.

### **UNIT 1: Introduction and Break even analysis**

Break even analysis - Break even analysis in terms of physical units, sales value, and percentage of full capacity. Break even for Multi Product situations, Capacity expansion decisions, Product add or drop decisions, Make or Buy decisions, Equipment Selection decisions, Production process selection decisions, Managerial uses of break even analysis, Limitations of Breakeven analysis.

### **UNIT 2: Forecasting**

Forecasting as a planning tool, forecasting time horizon, short and long range forecasting, sources of data, types of forecasting, qualitative forecasting techniques, quantitative forecasting models - Linear regression, Moving average, Weighted moving average, Exponential smoothing, Exponential smoothing with trends, Measurement of errors, Monitoring and Controlling forecasting models.

### **UNIT 3: Facility Planning**

Facilities location decisions, factors affecting facility location decisions and their relative importance for different types of facilities, Facility location models. Facility layout planning. Layout and its objectives for manufacturing operations, warehouse operations, service operations, and office operations., principles, types of plant layouts - product layout, process layout, fixed position layout, cellular manufacturing layouts, hybrid layouts, Factors influencing layout changes.

### **UNIT 4: Employee Productivity**

Productivity and work study Productivity and the standard of living, Productivity and the organization, productivity, variables affecting labour productivity, work content and time, Work Study and related working conditions and human factors. Method Study Introduction to Method Study: Data collection, recording, examining, and improving work, Material flow and material handling study, Worker flow study, Worker area study, Work Measurement Introduction to Work Measurement: Work sampling study, Time study and setting standards

### **Text Books:**

1. Operations Management Theory and Practice, B. Mahadevan, Pearson education, Second Edition 2007
2. Operations Management, William J. Stevenson 8<sup>th</sup> 2005 edition.
3. Operations Management, Richard B Chase 11<sup>th</sup> edition TMH.

4. Production and Operations Management: Prof. K. Ashwathappa, K Sridhar Bhat, Himalaya Publications.
5. Production and Operations Management,Text and cases: Upendra kachru, First edition excel Books.
6. Operations Management, Norman Gaither & Greg Fraizer,Thomson South Western

<b>Course Code: MBAD15F22O4</b>	<b>Materials Management</b>
<b>Course Type: ELECTIVE</b>	<b>No. of Credits: 03</b>
<b>LTP = 2:1:0</b>	

### Course objectives

- The key objective of this course is to acquaint the students with Decision making for effective and efficient purchase, storage and flow of materials in manufacturing and service organizations;
- Cost-reduction techniques in Pre-purchase and post-purchase systems; Modern material planning and delivery systems like MRP and JIT and Material handling and logistics systems. Role of Materials Management in Business
- To Consolidate the Activities of – Purchasing, Materials Planning Physical Distribution Management, Logistics Management, Synthesis.

**UNIT 1: Material planning:** introduction to material management and productivity, functions of material management, organization structures in material management, role of material management techniques in improved material productivity, objectives, material requirement planning, manufacturing resource planning, JIT production planning, strategic material planning, material control: acceptance, sampling, inspection, make or buy decision, simple cost analysis, economic analysis, break even analysis, break even point theory, whether to add or drop a product line store management and warehousing, product explosion.

**UNIT 2: Purchasing:** importance of good purchasing system, organization of purchasing functions, purchase policy and procedures, responsibility and limitations, purchasing decisions, purchasing role in new product development, role of purchasing in cost reduction, negotiations and purchase, purchasing research: identification of right sources of supply, vendor rating, standardization, vendor certification plans, vendor and supply reliability, developing new source of supply.

**UNIT 3: Cost reduction:** cost control v/s cost reduction, price analysis, material cost reduction techniques, variety reduction, cost reduction and value improvement, techniques of cost control, standard costing, cost effectiveness, cost analysis for material management, material flow cost control.

**UNIT 4: Inventory management:** Inventory v/s stores, types of inventory, inventory control, inventory build –up, EOQ, various inventory models, inventory models with quantity discount, exchange curve concept, coverage analysis, optimal stocking and issuing policies, inventory management of perishable commodities, ABC – VED analysis, design of inventory distribution systems, surplus management, information system for inventory management, case studies.

### Text Books:

1. Material management:-W.R.StelzerJr.(PHI)
2. Material management:-D.S.Ammer&RichardErwinInc.
3. Material management:-A.K.Dutta(PHI)
4. Material management- An integrated approach :- P. Gopal;akrishnan,& M. Sundersen(PHI)



## ACTUARIAL MANAGEMENT SPECIALIZATION

<b>Course Code – MBAD15F22A1</b>	<b>Introduction to Actuarial Management</b>
<b>Course Type - ELECTIVE</b>	<b>No of credits – 03</b>
<b>L:T:P - 2 : 1 : 0</b>	

### Course Objective

The aim of the Principles of Actuarial Management subject is that upon successful completion, the candidate should understand strategic concepts in the management of the business activities of financial institutions and programmes, including the processes for management of the various types of risk faced, and be able to analyse the issues and formulate, justify and present plausible and appropriate solutions to business problems.

### UNIT 1: Introduction

Actuaries- statutory roles of actuaries in pensions and insurance- Board of Actuarial standards- Actuarial Control Cycle – Risk management Control Cycle – Needs of the clients and stakeholders- factual information- subjective attitude of clients and stakeholders – benefits on contingent events- products, schemes and contracts. Actuarial board of India – Introduction

### UNIT 2: Contract Design And Planning

Design of products, schemes, contracts- Actuarial techniques in capital investment projects – cost benefit analysis.

### UNIT 3: Risk Analytics

Concept of risk – feasibility of insurance business – expected value principle – notion of utility - risk management- tools – methods – scenario analysis, stress testing and stochastic modeling – Risk models for short term.

### UNIT 4: Underwriting And Reinsurance

Reinsurance – History of reinsurance – Need for reinsurance – Functions of reinsurance – Types of reinsurance – Reinsurance – Special factors – Industrial risks and reinsurance – Property reinsurance – Engineering reinsurance – Fire reinsurance – Accident & Liability reinsurance – Marine Reinsurance – Aviation Reinsurance – Co-Insurance – Life Reinsurance – Non-standard risks – Administration of reinsurance – Different types of reinsurance clauses

### References & recommended reading:

1. Underwriting Principles-Author -, Joseph F Mangan / Connor M Harrison
2. Underwriting management--Author – C.I.I.
3. Life and health insurance underwriting --Author – Mary C. Bickley /Barbara Foxenberger Brown / Brown JaneLightcap.
4. Principles of insurance: life, health and annuities (Author - Jones, Harriett E/ Long, DaniL )  
Publisher – LOMA--Year of Publication – 1997.

<b>Course Code – MBAD15F22A2</b>	<b>Marketing Of Insurance Products And Services</b>
<b>Course Type - ELECTIVE</b>	<b>No of credits – 03</b>
<b>L:T:P - 2 : 1 : 0</b>	

**Course Objective:** The aim of Marketing of Insurance Products and Services paper is to give an understanding on how to create customer and generate profit through customer satisfaction. The Insurance Marketing focuses on the formulation of an ideal mix for Insurance business so that the Insurance organisation survives and thrives in the right perspective.

#### **UNIT 1: Role And Operation Of Marketing In The Insurance Industry**

Definition of marketing - The role of the customer in marketing- Marketing and other related business functions within the insurance industry- Impact of external and internal factors on the marketing strategy.

#### **UNIT 2: Marketing Concepts And Their Application To The Insurance Industry**

Insurance customers and their buying patterns - Supply and demand in the insurance industry (including insurance cycle) - Marketing mix - Segmentation of existing and prospective customers - Competitive positioning - Differentiation of the product or service- Financial Value Chain analysis – Portfolio management - The life cycle of insurance products and services.

#### **UNIT 3: Marketing Strategy For Insurance Products And Services**

Identifying segments in insurance customers - Identifying competitors - Competitor's portfolio of offerings and position - Developing a portfolio of opportunities - Scenario testing - Taking a position in the market -Value and supply chain analysis - Pricing - Regulation - Branding insurance products and services – Innovation in insurance companies – innovation levers – innovation process – innovation forms.

#### **UNIT 4: Distribution of Insurance products and services**

Different channels for distribution (including Call centres) - Distribution options - Service delivery - Customer experience, including claims - Managing the customer relationship

#### **References & recommended reading**

1. Marketing: concepts and strategies. Sally Dibb ... [et al]. 5th European ed. Boston, Massachusetts: Houghton Mifflin, 2005.
2. Marketing of Financial services , M.Y.Khan TMH
3. Marketing management. Philip Kotler. 13th ed. London: Pearson Education, 2009.
4. Marketing planning for financial services. Roy Stephenson. Aldershot, Hants: Gower, 2005.

<b>Course Code – MBAD15F22A3</b>	<b>Insurance Business Environment</b>
<b>Course Type - ELECTIVE</b>	<b>No of credits – 03</b>

**Course Objective:**

This paper intends to provide a basic understanding of the insurance mechanism. It explains the concept of insurance and how it is used to cover risk. The insurance market and the importance of insurance contracts are discussed. Customer value proposition and product/ process innovation is included to understand the Core insurance Product features, Positioning, Communication and Distribution channels.

**UNIT 1: The Concept Of Insurance And Its Evolution**

The basics and nature of insurance – evolution and nature of insurance – how insurance operates today – different classes of insurance – importance of insurance – how insurance takes care of unexpected eventualities - Management of risk by individuals – management of risk by insurers – fixing of premiums – reinsurance and its importance for insurers – role of insurance in economic development and social security .

**UNIT 2: Insurance Contract**

Terms of an insurance contract – principles which form the foundation of insurance – significance of the principle of insurable interest – the principle of indemnity – the principle of subrogation – the principle of contribution – disclosure of all relevant information – principle of utmost good faith – the relevance of proximate cause – the insurance contract

**UNIT 3: Insurance Market**

Constituents of the insurance market – operations of insurance companies - operations of intermediaries – specialist insurance companies – insurance specialists – the role of regulators – other bodies connected with insurance. (discuss the insurance market both in India and other countries).

**UNIT 4: Customer Value Proposition**

Core Product features, Positioning, Communication and Distribution channels –Innovation and developments of these components and their interplay to develop distinguishing and sustaining propositions - Risk coverage, benefits, price/premium and associated services - key components - core features of an insurance product – Customer Value Proposition – positioning –customer segmentation –communication and distribution channels - Aligning the Value Proposition with Customer segments – innovation.

**References & recommended reading:**

1. Engineering Insurance Its Principles and Practice , R. H. Procter
2. Rural insurance business: Potentiality and Marketing, Deshpande, S.P, National Insurance Academy, 1999.
3. Risk Management & Insurance – C A Williams & R M Heins
4. Marketing Management- Kottler P. Prentice Hall.

<b>Course Code – MBAD15F22A4</b>	<b>Life Insurance</b>
<b>Course Type - ELECTIVE</b>	<b>No of credits – 03</b>
<b>L:T:P - 2 : 1 : 0</b>	

### **UNIT 1: Introduction To Life Insurance**

Principle terms – life insurance products – benefits and risks to policy holder and insurer – products – conventional with profits – accumulating with profits – unit linked – index linked – mortgage endowment – group pension and deposit administration

### **UNIT 2: Business And Regulatory Environment**

Taxation of the Indian business of life insurance companies - effect of taxation on the benefits and premiums paid under Indian life insurance contracts - IRDA regulations – principles of dynamic solvency – design of life insurance products in India – reinsurance and underwriting requirements of Indian Life insurance companies.

### **UNIT 3: Insurance Documents**

Insurance Documents including proposal forms and other relevant forms - · First Premium Receipt/Renewal Premium Receipt - Policy Contract - Endorsements - Renewal Notice/ Bonus notices - Other Insurance Documents related to insurance

### **UNIT 4: Life Insurance Products**

Traditional/Unit Linked policies - Individual and Group Policies - With Profit and Without Profit Policies - Different types of insurance products- whole life products, Interest sensitive products,, Term Assurance, Annuities, Endowment Assurance, -Insurance products for Female, Children, Physically /Mentally Handicapped lives - OPTIONS, GUARANTEES AND RIDERS - Policy riders, Policy options, Policy guarantees.

### **References & recommended reading**

1. Insurance - Fundamentals, Environment and Procedures : B.S.Bodla, M.C.Garg&K.P.Singh,
2. Insurance - Law and Practice :C.L.Tyagi&MadhuTyagi.
3. Health Insurance in India - A Review (A Comprehensive Guide to Health Insurance in India) : The Insurance Times.
4. Guide to Practice of General : Dr. Rakesh Agarwal, 2nd edition, 2011

<b>Course Code: MBAD15F2300</b>	<b>Innovation &amp; Entrepreneurship</b>
<b>Course Type: OPEN ELECTIVE</b>	<b>No. of Credits: 04</b>
<b>LTP = 2:2:0</b>	

**Course Objective:** The aim is to enable those who take the course to become familiar with Innovation skills and associated elements and apply those skills to be effective as Intrapreneurs or Entrepreneurs.

### **UNIT 1**

Background & impact of Innovation, Innovation and Indian Economy and Business success, Growth strategy and product life cycle and Global market environment.

### **UNIT 2**

Intelligence models, step-by-step basic Innovation process, Personal Innovation tool kit, IPR & management, patents

### **UNIT 3**

Solution selection, opportunity assessment using various elements, Business strategy fit and IPR for entrepreneurs

### **UNIT 4**

Developing a business model, writing a business plan, building a new venture team, funding and marketing issues, growth strategies for firm.

#### **Practical Component:**

1. Brainstorming for generating innovative business ideas
2. Preparation of business plans for ideas generated.

#### **TEXT BOOKS:**

1. Innovation Skills for me –Sudheendra Koushik
2. Timmons, J.A. and Spinelli, S (2009) *New Venture Creation – Entrepreneurship for the 21<sup>st</sup> Century* New Delhi: Tata McGraw-Hill

#### **REFERENCE BOOKS:**

1. Barringer, B.R. and Ireland, R.D. (2010) *Entrepreneurship – Successfully Launching New Ventures*, New Jersey: Prentice Hall

<b>Course Code: MBAD15F2400</b>	<b>Mini Project</b>
<b>Course Type: OPEN ELECTIVE</b>	<b>No. of Credits: 04</b>
<b>LTP = 0:0:4</b>	

## THIRD SEMESTER

<b>Course Code: MBAD15F3100</b>	<b>Strategic Management</b>
<b>Course Type: HARD CORE</b>	<b>No. of Credits: 03</b>
<b>LTP = 2:1:0</b>	

### Course Objectives

- The aim of this course is to allow students to examine strategic management processes and to encourage debate, discussion and reflection.
- To provide in depth understanding of strategic formulation, choice, implementation and control.

### Unit-1

**Introduction of Strategic Management:** meaning, nature, importance and relevance. The Strategic Management Process: – Corporate, Business and Functional Levels of strategy. Vision, mission and purpose –Business definition, objectives and goals – Stakeholders in business and their roles in strategic management. Relationship between a Company’s Strategy and its Business Model. Balance scorecard.

### Unit-2

**External and Internal Analysis:** The Strategically relevant components of a Company’s External Environment Analysis, Industry Analysis - Porter’s Five Forces model – Industry driving forces – Key Success Factors. Analyzing a company’s resources and competitive position - SWOT analysis – Value Chain Analysis –Benchmarking

### Unit-3

**Competitive Strategies:** Generic Competitive Strategies: Low cost, Differentiation, Focus. Grand Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships), Retrenchment, Outsourcing Strategies. Tailoring strategy to fit specific industry – Life Cycle Analysis - Emerging, Growing, Mature & Declining Industries. Portfolio Analysis: BCG Matrix – GE 9 Cell Model.

### Unit-4

**Strategy Implementation and control-** Strategy implementation; Organization Structure – Matching structure and strategy. Behavioural issues in implementation – Corporate culture – Mc Kinsey’s 7s Framework. Functional issues – Functional plans and policies – Financial, Marketing, Operations, Personnel, IT. Strategy Evaluation – Operations Control and Strategic Control

**Case studies in Indian context.**

### Text Books:

1. Crafting and Executing Strategy - Arthur A. Thompson Jr., AJ Strickland III, John E Gamble, 18/e, Tata McGraw Hill, 2012.
2. Strategic Management: Analysis, Implementation, Control – Nag A, 1/e, Vikas, 2011.
3. Strategic Management : An Integrated Approach - Charles W. L. Hill, Gareth R. Jones, Cengage Learning.

4. Business Policy and Strategic Management – Subba Rao P, HPH.
5. Strategic Management - Kachru U, Excel Books, 2009.

**Reference Books:**

1. Strategic Management: Concepts and Cases - David R ,13/e, PHI.
2. Strategic Management: Building and Sustaining Competitive Advantage- Robert A. Pitts & David Lei, 4/e, Cengage Learning.
3. Competitive Advantage - Michael E Porter, Free Press NY
4. Essentials of Strategic Management - Hunger, J. David, 5/e, Pearson.
5. Strategic Management – Saroj Datta, jaico Publishing House, 2011.
6. Business Environment for Strategic Management – Ashwathappa, HPH.
7. Contemporary Strategic Management-, Grant, 6/e, 2012, Wiley India.

<b>Course Code: MBAD15F3200</b>	<b>ITM &amp; Business Analytics</b>
<b>Course Type: HARD CORE</b>	<b>No. of Credits: 03</b>
<b>LTP = 1:1:1</b>	

**Course Objective of ITM:**

The objective of the course is to impart the basic concepts of information technology & systems required in organizations. The course helps the students to develop skills in understanding, maintaining & usage of applications of various information systems.

**Unit 1: MIS & Business Applications**

Components of IS, Data & information, Information as a resource, Computer Fundamentals - System Software & Application Software (applications of Spreadsheet), Database concepts, Telecommunication & network technologies, Enterprise systems, Enterprise Resource Planning (ERP), Customer Relationship Management (CRM), Supply Chain Management (SCM).

**Unit 2: e-Business & Security Issues**

Doing Business over the internet, E-business, E-business Models, E-Commerce, Mobile E-commerce, Building an E-commerce Website, System vulnerability and Abuse, Computer crime, Technologies for handling security, Managing Security

**Practical Components:**

1. Use of spreadsheet for business analytics
2. Study of CBS of a bank

**Text Books:**

4. Managing Information Systems in Business, Government and Society - Rahul De, Wiley India

5. Introduction to Information System - James A. O' Brien, Tata McGraw Hill, 12/e.

### Reference Books:

1. Management Information Systems - Kenneth J Laudon, Jane P. Laudon, Pearson, 12/e, 2012
2. Management Information Systems - W. S. Jawadekar, Tata McGraw Hill Edition, 3/e, 2004

### Business Analytics

#### Unit 3: HYPOTHESES TESTING

Hypothesis testing – procedure, types of error, hypothesis testing for mean and proportions for small and large samples, Students' T distribution, ANOVA –one way and two way, nonparametric test – Chi square test. Correlation analysis – Methods of correlation analysis. Regression analysis – Linear and multiple regression.

#### Unit 4: FUNDAMENTALS OF PROBABILITY AND DECISION THEORY

Probability theory – meaning and importance – approaches of probability, conditional probability and joint probability, random variable. Probability distribution – Binomial, Poisson and Normal distribution. Decision theory – decision tree analysis, decision making under certainty, uncertainty and risk.

### Text Books:

1. Business Statistics, J. K. Sharma, Pearson
2. Statistics for Management: T N Srinivastav and Shailaja Rego, McGraw Hill.
3. Managerial Statistics : B. R. Dey, McMillan
4. Mathematics and Statistics for Management, Mittal, Sathyaprasad and PradeepRao, HPH.

### Marketing Specialization

<b>Course Code:MBAD15F33M1</b>	<b>Sales &amp; Channel Management</b>
<b>Course Type: ELECTIVE</b>	<b>No. of Credits: 03</b>
<b>LTP = 2:1:0</b>	

### Course Objectives

- The aim is to prepare students to manage sales and channel teams for different types of selling, with the purpose of enhancing value based output and productivity Learning Outcomes.
- Introduced to an overview of basic principles of selling and distributing and to outline the areas in which executives make decisions;

### Module 1



**Introduction to sales management:** Meaning, the sales management process Emerging Trends in Sales Management, Personal Selling: Prospecting for customers; Modes of sales presentation, Designing and delivering of sales presentation, Qualities and Responsibilities of a sales manager. Selling skills & selling strategies. Salesmanship.

## Module 2

**Sales organization:** Meaning, Factors influencing structure, organisational principle and design key account sales, sales process automation, emerging organisational designs **Management of Sales Territory & Sales Quota:** Sales territory, meaning, size, designing, sales quota, procedure for setting sales quota ,Types of sales quota, Methods of setting sales Quota. Recruitment and selection of sales force, motivation for sales force, designing a sales training programme, Compensation & Appraisal for Sales force.

## Module 3

**An Introduction of Marketing Channels;** Structure, Functions and Relationships of channels of Distribution; Channel Intermediaries- Role and Types; Wholesaling- Types of Wholesalers, Wholesaler marketing decisions; Retailing- Types of retailers, retailer marketing decisions.

## Module 4

**Channel Design Process and Channel Management Decisions** –Designing customer oriented marketing channels. Market Logistics- Logistics objectives, Market logistics decisions for Distribution Channels; Role of Information System in Distribution Channel Management; Assessing Performance of Marketing Channels. Cases in Indian context.

## Recommended Books:

1. Sales & Distribution Management - Tapan K. Panda & Sunil Sahadev, 6/e, Oxford University Press.
2. Sales & Distribution Management – Havaladar & Kable, TMH.
3. Managing of Sales Force - Spiro Stanton Rich, 11/e, TMH, 2003.
4. Sales Management: Text and Cases – Ghosh P. K, HPH.

## Reference Books:

1. Sales & Retail Management: An Indian Perspective - S.L. Gupta, 1/e, 2007, Excell books.
2. Salesmanship and Sales Management - Sahu P. K & Raut K. C, 3/e, Vikas Publishing House.
3. Sales Management - Douglas J. Dalrymple, William L Crowe, John Wiley & Co.
4. Sales & Distribution Management: An Indian Perspective – Gupta S. L, Excel Books, 2010.

<b>Course Code: MBAD15F33M2</b>	<b>B2B Marketing</b>
<b>Course Type: ELECTIVE</b>	<b>No. of Credits: 03</b>
<b>LTP = 2:1:0</b>	

## Course Objective:

- The course prepares students for careers in the areas of marketing of industrial products & services, industrial projects & consultancy.
- It enhances the ability of the students to understand the nature of B2B marketing, & the process involved in practice.
- It equips in the Development of B-2-B Strategies and their implementation

## **Unit 1**

**Dimensions of Industrial Marketing:** Nature of Industrial Marketing, Economics of Industrial demand, Industrial Markets, Industrial Products, Organizational Procurement Characteristics – Industrial Marketing Environment, Government and Institutional Markets.

**Nature of Industrial buying:** Organizational buying Activity, Buying models and Buying Centre Concept, Inter Personal Dynamics of Industrial Buying Behavior, Roles of Buying centre, Conflict Resolution in Decision, Making Ethics in Purchasing

## **Unit 2:**

**Market Segmentation:** Segmenting, Targeting and Positioning of Business Market, Value based segmentation, Model for segmenting the organizational Market, Industrial Market Research.

**Formulating Product Planning:** Developing Product Strategy, Analyzing Industrial Product Life Cycle, Developing Strategies for new and existing products

**Business Service Marketing:** Special Challenges

## **Unit 3:**

**Formulating Channel Strategy:** Direct & Indirect Channels, Industrial Distributors & Manufacturers Rep, Channel Objectives & Design, Channel Logistics, Selection & Motivation of Channel Members.

**Pricing Strategies:** Price Determinants, Factors that Influence the Pricing Strategies, concept of learning curves, Pricing Strategies, Competitive Bidding, Leasing

## **Unit 4:**

**The Promotional Strategies:** B-2-B Advertising, Sales Promotion in Industrial Markets, Trade shows and Exhibitions, B 2 B Forms of E-Commerce.

**Management of Sales Force:** Personal Selling, Key Account Management, Managing the Industrial Sales Force, Organizing and controlling the industrial sales force activity, planning for the sales force Deployment, Measuring the Effectiveness of Sales Force, Customer relationship Management Strategies for Business Markets.

## **Practical Components:**

1. Group presentations on organizational buying behavior & practices in purchase of raw materials, capital & facilitating goods in Indian Co's & MNC's operating in India.
2. Segmentation & Positioning of B2B Products.
3. Forecasting Techniques for demand of Industrial Products
4. Visit to Trade shows & Exhibitions
5. Industry visit in 2-3 Industries
6. Competitive Bidding Process
7. Preparation of quotation.
8. Industry survey in the context of B2B Marketing

## 9. Case studies

### Recommended Books:

1. *Business Marketing* – Krishna K Havaldar; Latest Edition; Tata McGraw Hill Publication.
2. *Industrial Marketing* – Robert R Reeder & Reeder; Latest Edition; Prentice-Hall International Publication.
3. *Business Marketing Management* – Michael D Hutt, Thomas W Speh, Latest Edition, Cengage Learning Publication.

### Reference Books:

1. *Business Marketing* – Frank G Bingham Jr., Latest Edition; Tata McGraw Hill Publication.
2. *Industrial Marketing* – Mukherjee H S; Latest Edition; Excel Books Publication.
3. *Industrial Marketing* – PK Ghosh, Latest Edition; Oxford University Press.

<b>Course Code: MBAD15F33M4</b>	<b>Rural Marketing</b>
<b>Course Type: ELECTIVE</b>	<b>No. of Credits: 03</b>
<b>LTP = 2:1:0</b>	

### Course Objective

The idea is to provide them with adequate background knowledge on important issues related to rural marketing, so that they are better equipped to face the real life challenges involved in a career in rural marketing. This knowledge can also help others aspiring for management positions in organizations to deal with rural strategies or address rural marketing related issues.

The need of Rural Marketing has become an emerging field of study and hence a certified course to fulfill this gap has become a priority. The course offered in Rural Marketing aimed at teaching the basics of rural marketing to management students/working employees.

### Unit 1

#### Introduction:

Rural Marketing: Basic Concepts; Scope and Components of Rural Markets; Classification of rural markets, Environment of Rural Market: Population, Patterns of Income, Expenditure and land use; Challenges in rural Marketing; Rural Credit Institutions, Agriculture Export Zones (AEZ)

### Unit 2

#### Rural Consumer Behaviour & reaching Rural Market:

Consumer buying behaviour models , Factors affecting Consumer Behaviour, Characteristics and psychology of a typical rural consumer , Consumer buying process; Research approach, PRA approach

### Unit 3

#### **STP Model & Rural Marketing Strategies:**

Bases of Segmentation, Evaluation & Targeting, Positioning Strategies; Levels & Classification of Rural Products; Rural Consumer Adoption Process and Product Life Cycle; Brand building: Brand Loyalty vs. Stickiness; Fake Brands and Strategy to counter fakes

### Unit 4

#### **Distribution & Communication strategy:**

Existing & Emerging Rural Distribution Models; Rural Communication: Process and Media Selection; Future of Rural Marketing

#### **Recommended Books:**

1. *Rural Marketing* – Pradeep Kashyap; Latest Edition; Pearson Education Publication.
2. *Rural Marketing* – TP Gopaldaswamy; Latest Edition; Vikas Publishing House.
3. *Rural Marketing* – Dogra & Karminder Ghuman; Latest Edition; Tata McGraw Hill publication.

#### **Reference Books:**

1. *Rural Marketing* – Mathur UC, Latest Edition; Excel Books Publication.
2. *Rural Marketing* – Sukhpal Singh, Vikas Publishing House.
3. *Rural Marketing* – Krishnamacharyulu CG & Lalitha Ramakrishnan, Pearson Education

<b>Course Code: MBAD15F33M5</b>	<b>Retail Management</b>
<b>Course Type: ELECTIVE</b>	<b>No. of Credits: 03</b>
<b>LTP = 2:1:0</b>	

#### **Course Objectives**

- Introduced to an overview of basic principles of retailing and to outline the areas in which executives make decisions.
- To understand the history and development of retailing, its role in the marketplace and distribution channel, retailing strategy, merchandise management, and store management.

## Module 1

**Retailing:** - Meaning, Nature, Growing Importance of Retailing, Factors Influencing Retailing, Functions of Retailing, and Retail as a career. Classification of Retail Units, Types of Retail Formats, Strategic Retail Planning Process. **Retailing in India**-Emergence of Organized Retailing : Traditional Retailing, Organized Retailing in India, Retailing in rural India, FDI in retailing, Role of IT in retailing, Emerging trends in organized retailing.

## Module 2

**Retail Location:** Factors affecting location decision-Site Selection- Location based retail Strategies. **Store Design:** Interiors and Exteriors – Store layout – Types of layouts - Factors affecting store layout – Store image mix – The Internet Store. Retail mix.

## Module 3

**Merchandise Planning:** Concept & Implication, process of Merchandise Planning. Store operations, Merchandise procurement and inventory management in retailing. **Merchandising:** Concept, Importance, Functions-Steps in merchandising planning – Category management: Definition and process – Introduction to Private label brands.

## Module 4

**Retail Pricing:** Factors influencing retail pricing, Retail pricing strategies, Retail promotion strategies, **Relationship Marketing in Retailing:** Management & Evaluation of Relationships in Retailing, **Retail Research in Retailing:** Importance of Research in Retailing, Trends in Retail Research, Areas of Retail Research. Customer Audits, Brand Management in retailing. Case Studies in Indian context.

### Recommended Books:

1. Integrated Retail Management - James R. Ogden & Denise T. Ogden, Biztantra, 2003.
2. Retail Management - Levy & Weitz, 8/e, TMH, 2012.
3. Retailing Management - Swapana Pradhan, 4/e, TMH, 2012.
4. Retail Marketing Management - Dravid Gilbert, 2/e, Pearson Education.
5. The Art of Retailing - A. J. Lamba, McGraw Hill.
6. Retail Management: A Strategic Approach - Barry Berman, Joel R. Evans, Pearson.

### Reference Books:

1. Principles of Retail Management - Rosemary Varley, Mohammed Rafiq, Palgrave Macmillan, 2009..
2. Retail Management -Chetan Bajaj, Oxford University press.

3. Managing Retailing -Sinha, Piyush Kumar & Uniyal & Oxford University Press, 2010.
4. Retail Management – Arif Sheikh, HPH.

### **Human Resource specialization**

<b>Course Code: MBAD15F33H1</b>	<b>International Human Resource Management</b>
<b>Course Type: ELECTIVE</b>	<b>No. of Credits: 03</b>
<b>LTP = 2:1:0</b>	

#### **COURSE OBJECTIVE**

To explore the students for the most complex task required for managing expatriates by educating them on International HRM process to acquire, rewards, motivates and manage its people effectively and also to understand the challenges usually faced by expatriates on their foreign assignments and to manage workforce globally.

#### **UNIT 1: Introduction to IHRM**

Approaches to IHRM, Difference between IHRM and Domestic HRM, Reasons for emergence of IHRM, Models of IHRM, Models of SHRM in Multinational Companies, Cultural issues in IHRM, International expansion strategies, The Challenges of International Human Resource Management.

#### **UNIT 2: Recruitment, Selection and performance management in International context**

International Managers- parent country nationals, third country nationals, host country nationals, advantages and disadvantages of different selection methods, recruitment methods at international level , Selection criteria and techniques, interviews for international selection, international staffing issues. performance management cycle, model, appraisal of expatriate, third and host country employees, issues and challenges in international

performance management.

### **UNIT 3: Training and development and compensation management in international context**

Training & development of international staff, types of expatriate training, HCN training, repatriate training knowledge transfer in multinational companies. Current scenario in international training and development. Key components of international compensation, Approaches to international compensation, compensation practices across the countries.

### **UNIT 4: International Labour Relations**

Key issues, response of labour unions to MNCs , HRM practices in different countries- Japan, USA, UK, Turkey, Middle East, India and China.

#### **Recommended Books:**

1. International Human Resource Management - Monir H. Tayeb, Oxford University Press, 2005.
2. International Human Resource Management - Peter J. Dowling, Denice E. Welch, Cengage Learning.

#### **Reference Books:**

1. International Human Resource Management - Aswathappa K, Sadhna Das,
2. International Human resource Management – Rao P. L, Excel Books.

<b>Course Code: MBAD15F33H2</b>	<b>Organization Development &amp; Change Management System</b>
<b>Course Type: ELECTIVE</b>	<b>No. of Credits: 03</b>
<b>LTP = 2:1:0</b>	

#### **Course Objective**

This course encourages students to integrate knowledge and skills developed in their previous management courses. Students learn and apply proven methods to help organizations achieve goals and build capabilities to meet future challenges. Emphasis will be placed on understanding how change impacts individuals, teams and organizations. This course will attempt to mirror the type of interactive communication and analytical processes that typically occur as organizations struggle to attain the objectives of their stakeholders in an intensely competitive environment. This course should be challenging, interesting and relevant. It focuses specifically on the types of problems, processes, and decisions that are faced by leaders in all types of organizations.

#### **UNIT 1: Introduction to OD**

Foundation of OD, Theories of Planned Change, OD Process, Change Model

## **UNIT 2: OD Interventions**

Human Process interventions, Techno Structural Interventions, HRM Interventions, Strategic interventions, Team Interventions

## **UNIT 3: Organization Change**

External Drivers for change, Forces of Change, Approaches to changes, Action Research Model, Kurt Levin Model, Senge's Five Discipline

## **UNIT 4: Applications of OD**

OD in Health Care, Family Owned business, Educational Institutions, Public Sector Organizations

### **Recommended Books:**

1. Organizational development - Ramnarayan S and Rao T V, Sage Publicatin, 2011.
2. Organization Development - Wendell L. French, Cecil H. Bell, Veena, Jr, Pearson Education
3. Organizational development and change by Cummings and Worley , Cengage Learning 2005

### **Reference Books:**

1. Organizational Change and Development – Kavitha Singh, Excel Books,2010
2. Change Management - Radha Sharma, Tata McGraw Hill, 2007.
3. Managing organizational change - Palmer, Dunford and Akin, 2011.



<b>Course Code: MBAD15F33H3</b>	<b>Competency based HRM</b>
<b>Course Type: ELECTIVE</b>	<b>No. of Credits: 03</b>
<b>LTP = 2:1:0</b>	

### **Course Objective**

The objective of this paper is to familiarize the students with the fundamentals of competency management, experience the process of competency mapping and understand the integration of competency profiling to other HR application.

**UNIT 1: Competency Method in Human Resource Management:** Features of Competency Methods, Historical Development, Definitions, Approaches to Mapping and Case Studies in Competency Mapping.

**UNIT 2: Competency Mapping Procedures and Steps:** Business Strategies, Performance Criteria, Criteria Sampling, Tools for Data Collection, Data Analysis, Validating the Competency Models, Short Cut Method, Mapping Future Jobs and Single Incumbent Jobs, Using Competency Profiles in HR Decisions.

**UNIT 3: Methods of Data Collection for Mapping:** Observation, Repertory Grid, Critical Incidence Technique, Expert Panels, Surveys, Automated Expert System, Job Task Analysis, Behavioral Event Interview.

**UNIT 4: Developing Competency Models from Raw Data:** Data Recording, Analyzing the Data, Content Analysis of Verbal Expression, Validating the Competency Models.

### **Practical components:**

- Ask to students to study the organizational structures of any MNCs & prepare a competency dictionary for the said positions.
- Ask the students to role play the behavioural event interview to collect data for competency mapping for a HR Executive position / any other position of an organisation.

**Recommended Books:**

1. Competency Based HRM, Ganesh Shermon, TMH, 5th Edition, 2009.
2. A handbook of Competency mapping - Seema Sangvi, Response Books, 2010.

**Reference Books:**

1. Competence at work (1993) by Lyle M. Spencer, Signe M. Spencer. John Wiley and Sons Inc.

<b>Course Code: MBAD15F33H4</b>	<b>HR Tools &amp; Analytics</b>
<b>Course Type: ELECTIVE</b>	<b>No. of Credits: 03</b>
<b>LTP = 2:1:0</b>	

**COURSE OBJECTIVE**

To expose students with analytical models, learn how to measure and evaluate past and current trends and combine these results with business intelligence quantum leap, revealing how to predict the value of future human capital investments.

**UNIT 1:** Introduction to Predictive Analysis, Disruptive Technology-The power to predict, Towards Analytics and prediction

**UNIT 2:** The HCM 21 \* Model, Scan the Market; manage the risk, the new face of workforce planning, collapsing the silos, turning data into business intelligence

**UNIT 3:** Challenges and Opportunities with Optimal Decision Making and How Advanced Analytics Can Help Collaboration, Cooperation, and Reciprocity

**UNIT 4:** Value Creation and Advanced Analytics, Human Science and Selection Decisions  
Human Science and Incentives

**Recommended Books:**

1. The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments By Jac Fitz-Enz
2. Applying Advanced Analytics to HR Management Decisions: Methods for selection, Developing incentives and improving collaboration by James C Sesil

**Reference Books:**

1. HR Analytics Handbook by Laurie Bassi
2. HR Analytics by Tracey Smith

## Finance Specialisation

<b>Course Code: MBAD15F33F1</b>	<b>Corporate Taxation For Business Decision</b>
<b>Course Type: ELECTIVE</b>	<b>No. of Credits: 03</b>
<b>LTP = 2:1:0</b>	

### Course Objective:

To impart knowledge of the provisions of Income tax law relating to the direct tax laws to the students. By the end of the course, students get knowledge of various tax incentives and benefits under direct taxes and services taxes.

### Unit 1:

Overview of Direct Tax Laws, Direct versus indirect taxes, taxable person, Basic Concepts. Deemed income, residence concept. Incomes which do not form part of total income Tax planning, Tax evasion, Tax Management and avoidance of double taxation Basis of charge; rates of taxes applicable for different types of assesseees

### Unit 2:

Salaries, Allowance, Perquisites, gratuity and retirement benefits; Income from house property Income from business and profession, Capital gains, Income from other sources.

### Unit 3:

Deduction U/S 80c to 80 u, Problems arising from aggregation of income and set off and carry forward of losses, Computation of income and Return of Income Tax, Filing procedure.

### Unit 4:

Service tax - Introduction, Basic Propositions, General Exemptions, Export of Services, Computation of Taxable Service, Registration, Issue of Invoice / Bills / Challan / Consignment Note, Payment, Refund, Records & Returns, Recovery, Rectification of Mistakes, Interest / Penalties, Search & Seizure, Accounts & Audit

### Practical component

Preparation of Income tax returns, filling of e-returns, excel training.

### Text Books:

1. Direct tax – Vinod Singhania
2. Direct tax- Mehrotra

<b>Course Code: MBAD15F33F2</b>	<b>International Financial Management</b>
<b>Course Type: ELECTIVE</b>	<b>No. of Credits: 03</b>

**Course Objective:** The objective of this course is to acquaint students with an in-depth knowledge of the working of international financial markets, mechanism of Forex market, measurement of foreign exchange risk and exposure.

**Unit 1: International Dimensions of Financial Management:**

International financial Environment- The Importance, rewards & risk of international finance, Goals of MNC, International Business methods, Exposure to international risk, International Monetary system, Multilateral financial institution

International Monetary System, International Flow of Funds: Balance of Payments (BOP), Fundamentals of BOP, Accounting components of BOP, Factors affecting International Trade and capital flows, Agencies that facilitate International flows. BOP, Equilibrium & Disequilibrium. Trade deficits. (Problems on BOP)

**Unit 2: Foreign Exchange Market and Instruments**

Foreign Exchange Market: Function and Structure of the Forex market, Exchange rate quotations, Determination of Exchange rates in Spot markets and forward markets, Exchange rate behavior-Cross Rates-Arbitrage profit in foreign exchange markets, Swift Mechanism. Triangular and locational arbitrage.

International Bond & Equity market. GDR, ADR, Cross listing of shares Global registered shares. International Financial Instruments

**Unit 3: Foreign Exchange Risk Management**

Hedging against foreign exchange exposure – Forward Market- Futures Market- Options Market- Currency Swaps-Interest Rate Swap problems on both two ways and three way swaps. Cross currency Swaps.

Foreign Exchange exposure:- Management of Transaction exposure- Management of Translation exposure- Management of Economic exposure- Management of political Exposure- Management of Interest rate exposure.

International Capital Budgeting: Concept, Evaluation of a project, Factors affecting, Risk Evaluation, Impact on Value, Adjusted Present Value Method

**Unit 4: International Parity Relationships**

International Parity Relationships & Forecasting Foreign Exchange rate:- Measuring exchange rate movements-Exchange rate equilibrium – Factors effecting foreign exchange rate- Forecasting foreign exchange rates .Interest Rate Parity, Purchasing Power Parity & International Fisher effects. Covered Interest Arbitrage

**Text Books:**

1. International Finance Management - Eun & Resnick, 4/e, Tata McGraw Hill.
2. Multinational Business Finance – Eiteman, Moffett and Stonehill, 12/e, Pearson, 2011.
3. International Financial Management - Jeff Madura, Cengage Learning 2008.
4. International Financial Management – Vyuphakesh Sharan, 5/e, PHI, 2011.
5. International Financial Management – Madhu Vij, Excel Books, 2010.

## Reference Books:

1. International Financial Management – Apte P. G, 6/e, TMH, 2011.
2. International Financial Management – Jain, Peyrard & Yadav, Macmillan 2010
3. International Finance – Thomas O'Brien, Oxford University Press, 2010.

<b>Course Code: MBAD15F33F3</b>	<b>Financial Modeling Using Excel</b>
<b>Course Type: ELECTIVE</b>	<b>No. of Credits: 03</b>
<b>LTP = 2:1:0</b>	

### **Course Objective:**

Financial modeling is a mandatory activity for investment bankers, bankers, project finance persons, equity researchers, PE & VCs. The Financial Modeling Course offers a practical approach for financial analysts to come to the business valuation of any organization. This course will teach the modeling techniques available that can be used for accurate financial forecasting, and how to apply them using Excel.

### **UNIT 1:**

**Modeling Architecture:** Introduction to Financial Modeling, Financial Model Layout Essentials, Modeling techniques, Assumption setting, Review the relationship between major components of financial statements, Interlinking Income Statement & Balance Sheet and Integrating the Cash Flow.

### **UNIT 2:**

**Introduction to Excel:** Quick review of the Excel program using “mouseless” excel techniques to create an efficient and robust historical analysis of the case study, Sample excel “short-cut” and “hot keys” techniques. Function wizard, e.g. - logic functions like “IF” statements, “PMT,” plus a series of other embedded excel functions.

### **UNIT 3:**

**Operational Worksheets:** Calculating Revenue, Calculating Cost of Goods Sold (“COGS”), Other Operating Expenses, Arriving to EBIT, Using Revenues and Costs to derive Accounts Payable and Accounts Receivable. Using Excel’s Function Wizard to calculate Annuities, Calculating debt schedules and tricking the model to accommodate different time horizons. Calculating principal repayment and Time Value of money.

### **UNIT 4:**

**Discounted Cash flow modeling:** Calculation of cost of equity, cost of debt, cost of capital. Using the Model to Price the Asset, Calculating Net Present Value, Calculating Internal Rate of Return, valuation of bonds and calculate the Enterprise Value.

### **TEXT BOOKS:**

1. Accounting for Managers – Jawaralal, 5/e, Himalaya Publishing House, 2011.
2. Introduction to Analysis Financial Statement – Ashish K Bhatta charya, Elsevier India.
3. Financial Management - Khan M. Y & Jain P. K, 6/e, TMH, 2011.
4. Business Data Analysis using EXCEL – David Whigham, Indian Edition, Oxford Publication Press

<b>Course Code: MBAD15F33F4</b>	<b>Project Appraisal Planning &amp; Control</b>
<b>Course Type: ELECTIVE</b>	<b>No. of Credits: 03</b>
<b>LTP = 2:1:0</b>	

**Course Objectives:** The course aims to familiarize the students with the core concepts of project management. Students should be able to undertake preliminary appraisal analysis of the projects with minor complexities.

### **UNIT 1**

#### **Project Formation And Appraisal**

Project Management - Overview. - Generation of project ideas. Market, Technical, environmental and Social Analysis. Market and Demand Analysis. Economic and Financial Analysis. Formulation of Detailed Project Reports, Cost of project. Capital Budgeting Decisions Overview. Risk analysis in capital Budgeting

### **UNIT 2**

#### **Project Planning And Scheduling**

Project scheduling process. Gantt Chart. Critical Path Method. Programme Evaluation & Review technique. Crashing of Project Network

### **UNIT 3**

#### **Project Management**

Project Planning: Attributes of good plan. Forms of project organization. Project Planning. Human aspects of Project Planning. Prerequisites of successful project implementation.

### **UNIT 4**

#### **Project Completion And Evaluation**

Control; of in-process projects. Post completion audits. Abandonment Analysis. Integrated Project Management Control System. Managing Transition from Project to Operations. Managing E-Projects. Future of Project Management

#### **Practical Components:**

1. To undertake preliminary appraisal analysis of the projects with minor complexities.

2. Study of project finance schemes of banks.

**Text Books:**

1. Projects (Planning, Analysis, Selection, Financing , Implementation, and Review) – Prasanna Chandra, 8<sup>th</sup> Ed, TMH, 2012.
2. Project Management and Appraisal, Sitangshu khatua, Oxford, 1<sup>st</sup> Ed, 2011.

**Banking and Insurance Specialization**

<b>Course Code: MBAD15F33B1</b>	<b>Fundamentals of Insurance</b>
<b>Course Type: ELECTIVE</b>	<b>No. of Credits: 03</b>
<b>LTP = 2:1:0</b>	

**Course Objective:**

To give clear understanding of the main principles of insurance and to give broad knowledge of the insurance products

**UNIT 1 Introduction to Insurance**

– Insurable Interest- Human Life value Concept- Elements of Insurance Risk – Principles of indemnity – Principles of Utmost good faith- Principle of Subrogation- Insurable interest – Proximate Cause- Players in Life and Non-Life Insurance sector – Insurance documents – Procedure for issue – Alterations- Duplicate policy– Nomination- Assignment – Lapse and revivals- Assignment – Foreclosure

**UNIT 2 Types of Insurance** – Life Insurance and General Insurance Products including unit linked plans – Re-Insurance – Nature of Re-Insurance risk – Types of Re -Insurance – Reinsurance Agreements -Legal framework of life and general insurance – Underwriting (Process and Principles) – underwriting in Life insurance – Underwriting in Nonlife insurance Bancassurance- concepts – critical issues –Insurance Accounting –Financial Analysis and valuations- Solvency and performance measures. Concept of Insurance as an investment.

**UNIT 3 Life Insurance Products:** Types of insurance policies-Features of term insurance – Features of Endowment Assurance – Role of Term and Endowment in product designing – Types of Life Insurance policies – Annuity & pension policies – Whole life policies – Money back policies – Market-Linked Insurance products, Riders, Pension Products, Marketing of Life Insurance

Health Insurance Products: Individual Medical expense Insurance – Long term care coverage – Disability Income Insurance – Medclaim Policy – Group Medclaim Policy – Personal Accident policy

**UNIT 4 General insurance Products:** Fire Insurance – Fundamental principles – Fire insurance Contracts -Proposals Fire insurance proposals –Fire Insurance claims



Motor Vehicles Insurance: Need – Types – Factors to be considered for premium fixing –Motor Insurance claims

Miscellaneous Products: Burglary – Jeweller’s Block Insurance – Baggage Insurance – Banker’s Indemnity Insurance – Aviation Insurance – Fidelity guarantee insurance – Public liability insurance.

**TEXT BOOKS:**

1. Fundamentals of Insurance - Gupta, P K, 2/e, Himalaya Publishing House, 2011.
2. Fundamentals of Insurance – Kaninika Mishra, Prentice Hall of India, 2010.
3. Insurance Management: Text & Cases - Sahoo, S C and Das S C – Himalaya Publishing House, 2011
4. IC 33- Institution of Insurance
5. Insurance: Theory & Practice - Nalini Tripathi & Prabir Pal, PHI, 2010

**Reference Books:**

1. Banking and Insurance, Mohapatra and Acharya, Pearson, 2012.

<b>Course Code: MBAD15F33B2</b>	<b>Treasury and Risk Management</b>
<b>Course Type: ELECTIVE</b>	<b>No. of Credits: 03</b>
<b>LTP = 2:1:0</b>	

### **Course Objective:**

At the end of the course students will be able to know the treasury operations, products, Liquidity planning and management of cash assets in banks. Students also will be able to calculate CRR and SLR ratios and know the treasury risk management methods followed by banks.

### **UNIT 1**

Introduction to Treasury Management centralized vs. decentralized treasury management, asset liability management. Financial market and money market, types of money market instruments, collateralized borrowing, lending obligations and regulation of money markets. Treasury Products, exchange rate mechanism, swaps, options and commodity market. Central Bank and Foreign Exchange Market, approaches of CAC, FEMA and R>Returns concepts.

### **UNIT 2**

Liquidity Planning and Managing Cash Assets - CRR and SLR, liquid assets and instruments of monetary policy, cash management system, multinational cash management and analyses working capital management. Risk and Risk Measurement - processes and tools available for risk management, concept of quantitative risk measurement. Liquidity Risk Management - the procedures to measure and manage Net Funding Requirement (NFR), concept of liquidity gap report, RBI guidelines to banks.

### **UNIT 3**

Risk Management –Interest Rate Risk Management – Modern theory of interest, interest rate risk and sources of risks, measurement and shortcomings of gap analysis, sensitivity of portfolio and the strategies for controlling IRR, interest rate risk management role of financial intermediaries. Foreign Exchange Risk Management - various types of foreign exchange risks and currency exposure, foreign exchange risk management and the concepts of gap limit, stop loss limit , intraday and overnight limits, and value at risk approach. Introduction to Derivatives

### **UNIT 4**

Treasury Risk Management Methods –types of risks - Various components in treasury risk management, treasury management organisation and market risk management policy. Value at Risk (VaR) - Various components of VaR, significance, different approaches and limitations of VaR, concept of back and stress testing. Asset Liability Management in Banks - ALM as coordinated balance sheet management, ALM system in banks and ALM information system, ALCO responsibilities, ALM support group and interest sensitivity.

### Practical Components:

1. Study the treasury products offered by a Bank and submit the report on the same.
2. Study and calculate the CRR and SLR ratios in a bank.
3. Study the risk management methods followed by a bank and present the same in the class.
4. Study the ALM system and ALM information system of a bank and present the report.
5. RBI Master circular on TRM dated 1<sup>st</sup> July

### Text Books:

1. IIBF. "Risk Management" Macmillan, New Delhi.
2. Bhaskaran, R. "An Introduction to Fund and Investment Management in Banks" Bankers Institute of Rural development, Lucknow.

### Reference Books:

1. IIBF, "Bank Financial Management"
2. Bagchi, S.K. "Credit Risk Management." Jaico Publishing House, Mumbai.
3. Rose, Peter. "Commercial Bank Management" 5th Edition, Texas A & M University College Station.
4. Chance. "Introduction to Derivatives & Risk Management" Thomson Learning, New Delhi.

<b>Course Code: MBAD15F33B3</b>	<b>Life and Non-Life Insurance Products</b>
<b>Course Type: ELECTIVE</b>	<b>No. of Credits: 03</b>
<b>LTP = 2:1:0</b>	

### Course Objective:

The objective of the course is to introduce the different types of life, health, general and wealth insurances to the students. The factors affecting the fixation of the premium as well as the advantages of covering oneself with insurance will be covered in depth. Also the different types of social security insurance plans, vehicle insurance plans will be introduced which puts the student at an advantageous position in the Banking and Insurance Industry.

### UNIT 1:

**Life Insurance Products:** Elements of Life Insurance – Features of term insurance – Features of Endowment Assurance – Role of Term and Endowment in product designing – Types of Life Insurance policies – Annuity & pension policies – Whole life policies – Money back policies – Other types.

### UNIT 2:

**Health Insurance Products:** Individual Medical expense Insurance – Long term care coverage – Disability Income Insurance – Mediclaim Policy – Group Mediclaim Policy – Personal Accident policy – Child welfare policy on.

**UNIT 3:**

**Rural Insurance & Social Insurance:** Various rural Insurance Policies – Project Insurance – Social Insurance – Old age, survivors and disability insurance – Types of benefits – unemployment insurance – workers compensation.

**Motor Vehicles Insurance:** Need – Types – Factors to be considered for premium fixing

**UNIT 4:**

**Miscellaneous Products:** Burglary – Jeweller’s Block Insurance – Baggage Insurance – Banker’s Indemnity Insurance – Aviation Insurance – Fidelity guarantee insurance – Public liability insurance.

**Text Books:**

1. Gupta, P K “Fundamentals of Insurance.” Himalaya Publishing House, Mumbai.
2. Black, Kenneth and Horord D Shipper. “Life & Health Insurance” Pearson Education, New Delhi.
3. Ganguly, Anand. “Insurance Mangement” New Age International, New Delhi.

<b>Course Code: MBAD15F33B4</b>	<b>Developmental Banking Institutions</b>
<b>Course Type: ELECTIVE</b>	<b>No. of Credits: 03</b>
<b>LTP = 2:1:0</b>	

**Course Objective:**

At the end of the course students will be able to know the Role of developmental financial institutions.

**Unit 1:** Evolution of Institutional Banking: Role of Development Financial Institutions, role of each financial intermediary in mobilizing and providing credit. Small Industries Development Bank of India: Role of SSI/MSMEs in economic development, role of SIDBI in providing finance to this sector and the products and services offered by SIDBI. Micro Finance Institutions (MFIs) - Institutions providing micro finance and the role of micro finance in economic development. Introduction to IDFC, ILFS.

**Unit 2:** National Bank for Agriculture and Rural Development Overview of Agricultural banking, and the origin and credit functions of NABARD. Infrastructure Development - Different sectors of infrastructure and the Government policy toward infrastructure development, Public Private Partnerships, Viability Gap Funding and DFIs for provision of infrastructure finance. Institutional Finance for Housing - Overview of Housing Finance, in rural and urban areas and the institutions providing housing finance, NHB and other Housing Finance Institutions like HDFC.

**Unit 3:** International Banking and International DFIs: International Financial Institutions like the World Bank, European Development Finance Institutions, and World Development Financing Institutions. Changing profile of Institutional Banking: Comparison of Development banks vs. Commercial banks. Concepts of Account and Cash Management Services: Overview of account services, cash management services, RTGS, NEFT, ECS. Treasury and Capital Markets: Forex, money market and derivatives, Capital markets like equity, debt, and private placement. Introduction to World Bank, IMF, BIS, ADB.

**Unit 4:** Financing foreign trade: Means of financing exports and imports, regulations in terms of RBI. Introduction to EXIM Bank, ECGC, Asset Reconstruction Companies - Implications of NPAs, overview of Securitization and Asset reconstruction companies. Other Financial Intermediaries and services - Role of financial intermediaries and services, the functioning of the depository system, financing by NBFCs and the payment and settlement system in financial markets.

**Practical Components:**

1. Study the role of SSI/MSMEs & micro finance in economic development and submit the report on the same.

2. Study the Institutions providing micro finance in India and prepare a report.
3. Study Institutional Finance for Housing & infrastructure offered in India and prepare a report.
4. Study the Means of financing exports and imports at a bank and submit the report on the same.

### **Text Books:**

1. International Banking Operations; IIBF; Macmillan Publishing House
2. Corporate Banking; IIBF; Macmillan Publishing House
3. Fundamentals of International Banking by Roop Narayan Bose

### **Reference Books:**

5. Shekar and Shekar “Banking Theory and Practice” Vikas Publishing House, New Delhi.
6. Material management:-W.R.StelzerJr.(PHI)
7. Material management:-D.S.Ammer&RichardErwinInc.
8. Material management:-A.K.Dutta(PHI)
9. Material management- An integrated approach :- P. Gopal;akrishnan,& M. Sundersen(PHI)

### **Operations Management Specialisation**

<b>Course Code: MBAD15F3301</b>	<b>Total Quality Management</b>
<b>Course Type: ELECTIVE</b>	<b>No. of Credits: 03</b>
<b>LTP = 2:1:0</b>	

### **Course Objectives**

- This course will provide the student with the underlying principles and techniques of Total Quality Management (TQM) with emphasis on their application to technical organizations.
- To develop a working knowledge of the best practices in Quality and Process Management.
- To view quality from a variety of functional perspectives and in the process, gain a better understanding of the problems associated with improving quality, also quality tools utilized in service and international/environment.
- The course aims to impart knowledge on the quality management process and key quality management activities.

### **UNIT 1: The Foundations of Total Quality Management**

Components of quality, The total quality management approach, Innovation, design and improvement, Product quality characteristics and service quality characteristics, Quality parameters and specific dimensions of quality ,Planning for quality: Flowcharting, Detailed flow, Process charts and flow diagrams Planning for just-in-time (JIT) management System design and contents System documentation, implementation and assessment

### **UNIT 2: TQM Tools and the Improvement Cycle**

Measurement of quality, Costs of quality, Tools and techniques for quality improvement, Statistical process control, Quality improvement techniques in service industries , Specific techniques for design, reliability, maintenance and process improvement, Quality of design Quality of conformance to design, Control of non-conforming products: Identifying and classifying non-conformance. Documenting non-conforming products . re-inspection of repaired and reworked products, Corrective and preventive action

### UNIT 3: The Quality Organisation Within an Organisation

People and the organisational structure, Responsibilities and performance management, The relationship between the quality organisation and top management, Culture change through teamwork for quality improvement, Implementing teamwork for quality improvement: the DRIVE model

### UNIT 4: Quality Control

Introduction to Quality Control, process Control and Product Control, Chance and Assignable causes of Quality variation, Advantages of Shewhart control charts, Process Control charts for variables, X, R and sigma charts, fixation of control limits.

#### Text Books:

1. OAKLAND, J.S.: Total Quality Management – the route to improving performance Butterworth/Heinemann (1993)
2. HOYLE, D:ISO 9000 Quality Systems Handbook 2nd Edition Butterworth/Heinemann 1997
3. TENNER, A.R.& De TORO I.J:Total Quality Management – Three Steps to Continuous Improvement Addison –Wesley Publishing Company 1992
4. BROWN, S. et al : Strategic Operations Management 2<sup>nd</sup> Edition Elsevier Butterworth-Heinemann 2005
5. Statistical Quality control by E.L. Grant Elementary S.O.L. by I.W.Burr, M. Dekkar

<b>Course Code: MBAD15F33O2</b>	<b>Technology &amp; Innovation Management</b>
<b>Course Type: ELECTIVE</b>	<b>No. of Credits: 03</b>
<b>LTP = 2:1:0</b>	

#### Course Objective:

- To introduce to the issues, concepts, and practices associated with the strategic management of technology and innovation and knowledge generation, transfer and exploitation within firms and in relationship to the external environment.
- To use targeted readings, examples and cases to apply your knowledge in the context of an organization or innovation system.
- To develop transferable professional and practical skills as well as transferable skills through group discussions and presentations

**UNIT 1: Introduction:** innovation and its pervasive effects; perspectives. Case studies of innovation and impacts. Long term impacts of technological change (Steel processing, computerization, mass production).

**UNIT 2: Economics and technological change:** Technology strategy and firms. The role of small firms in innovation. The Product Life Cycle and markets. Networks, standards and formats. Dominant designs, Lock-in and systems.

**UNIT 3: Innovation in services:** Intellectual property rights: the system and its use. Defence R&D and Innovation. Knowledge management and the firm, Organizational capabilities, innovation & strategy, Role of small firms in the innovation process, Corporate organization of knowledge.

**UNIT 4: Innovation and venturing:** Management of the product innovation process, Open innovation and innovation systems, Intellectual property, Standards and Strategy, Strategies for anticipating technological change, Building innovative organizations.

**Text Books:**

1. Tidd, J., and Bessant, J. (2009), Innovation : What is it and why it matters, Fourth Edition, John Wiley & Sons:
2. P. N. Rastogi Sage Publications, 1995 - Business & Economics - 301 pages
3. John E. Ettlie - 2006 - Preview - More editions

<b>Course Code MBAD15F33O3</b>	<b>World Class Manufacturing</b>
<b>Course Type: ELECTIVE</b>	<b>No. of Credits: 03</b>
<b>LTP = 2:1:0</b>	

**Course Objectives:**

- To Define manufacturing and explain its relationship to design and marketing.
- To Describe the value added by manufacturing and its role in creating wealth in a nation.
- To Provide a historical perspective on the changing nature of manufacturing in India

**UNIT 1: Introduction To World Class Manufacturing:**

Manufacturing Excellence and Competitiveness, What is world-Class Manufacturing?-Hall’s framework of world-Class Manufacturing (WCM), Gunn’s Model of World-Class Manufacturing, Maskell’s Model of World-Class Manufacturing, America’s Best Plants Model of World Class Manufacturing.

**UNIT 2: World Class Manufacturing:** The philosophy of world-class Manufacturing-The First Principles of World-Class Manufacturing, The practices of World-Class Manufacturing-The customers Interface ,The Supplier Interface, World-Class Practices in the factory, Quality Management, Shingo’s **SIX SIGMA** :The Basics, The core of Six Sigma(DMAIC), design for Six Sigma, DFSS and the customer, Quality time and the Bottom line , core of DFSS-IDOV method , DFSS Metrics, DFSS Infrastructure –People and resources, Implementing DFSS

**UNIT 3: Principles And Practicies of Wcm:** Data collection plan, research-internal public domain sources, outside experts etc. original research, site visits, and code of conduct. Analyzing the gap: Top displaying data, deciding and combining best work practices, Balance Score Card Technique, Value Stream Mapping, validation, recommendations etc



#### **UNIT 4: Benchmarking:**

Definition, mission and objectives, managing benchmarking process, training and code of conduct, future scope and benchmarking process. What to benchmark: concept of step zero, priorities, business processes – linking to goals etc, investigation, documentation, performance measures, improving business processes. Whom to benchmarks: Developing candidate list, systematic search, refining the initial list.

#### **Text Books:**

1. **Hammer, Michael and James Champy.** Reengineering the corporation-A Manifesto for Business revolution, Nicholas Brealey Publishing , London.- 1993
2. **Finding and Implementing Best Practices-** Business Process Benchmarking, Champ ,Robert C. Vision Books , New Delhi – 2008
3. **World Class Manufacturing- A Strategic Perspective-** Sahay B S, Saxena K B C, Ashish Kumar,,: MacMillan – India Ltd, ISBN 0333-93-4741.
4. **Six sigma for Managers-** TMH 2002, Greg Brue,, ISBN- 0-07-048639-5

<b>Course Code: MBAD15F3304</b>	<b>Advanced Production Planning &amp; Control</b>
<b>Course Type: ELECTIVE</b>	<b>No. of Credits: 03</b>
<b>LTP = 2:1:0</b>	

#### **Course Objectives:**

- The ultimate objective of production planning and control, like that of all other manufacturing controls, is to contribute to the profits of the enterprise. As with inventory management and control, this is accomplished by keeping the customers satisfied through the meeting of delivery schedules.
- To establish routes and schedules for work that will ensure the optimum utilization of materials, workers, and machines and to provide the means for ensuring the operation of the plant in accordance with these plans.

**UNIT 1:** Introduction to Manufacturing Systems Engineering: Process Planning, Logical design of process planning, Computer Aided Process Planning (CAPP), Computerization of file management; Variant (Retrieval), Generative and demi-generative approaches, General remarks on CAPP developments and trends.

**UNIT 2:** Resource Planning & Production Control and Value Engineering: Overview of production control, Forecasting, Master production schedule, Materials requirements planning, Evolution from MRP to MRP II, Evaluation of MRP approach, Order release, Shop floor control. Objectives of value engineering – types of values – function & cost – product life cycle- steps in value engineering – methodology in value engineers – FAST Diagram – Matrix Method.

Location – Facility location and layout – Factors considerations in Plant location- Comparative Study of rural and urban sites – Methods of selection plant layout – objective of good layout – Principles – Types of layout – line balancing.

**UNIT 3:** Just in Time (JST) Production: Introduction- The spread of JIT movement, Some definitions of JIT, Core Japanese practices of JIT, Profit through cost reduction, Elimination of over production, Quality control, Quality assurance, Respect for humanity, Flexible work force, JIT production adapting to changing production quantities, Process layout for shortened lead times, Standardization of operation, automation.

**UNIT 4:** Job Sequencing and Operations Scheduling and Toyota Production System (TPS):: Introduction- Job sequencing-n jobs, One machine-n jobs, Two machine-n jobs, Three machines-n jobs- two jobs, M machines –n jobs, M machines-sequencing jobs on parallel machines, **Toyota Production System (TPS):** Philosophy of TPS, Basic frame work, Kanbans, Determining number of Kanbans in TPS

(a) Kanban number under constant quantity withdrawal system

(b) Constant cycle, Non-constant quantity withdrawal system

(c) Constant withdrawal cycle system for the supplier Kanban

Production smoothing in TPS, Production planning, Production smoothing, Adaptability to demand fluctuations, Sequencing method for the mixed model assembly line to realize smoothed production of goal.

#### **Text Books:**

1. L.Jacobs, F.R., Berry, W.L., Whybark, D.C., and Vollmann, T.E., Manufacturing Planning and Control for Supply Chain Management, Sixth Edition, McGraw-Hill/Irwin, 2011.
2. Nahmias, S., Production and Operations Analysis, 4<sup>th</sup> Edition, McGraw-Hill Irwin, 2001.

#### **Reference Books:**

1. Gaither, N. and Frazier, G., Operations Management, Ninth Edition, Southwestern, 2002.
2. Hax, A.C. and D. Candea, Production and Inventory Management, Prentice-Hall, 1984.
3. Nahmias, S., Production and Operations Analysis, Third Edition, Irwin, 1997.
4. Production and Operations Management S.N. Chary Tata McGraw Hill
5. Operations Management J.G. Monks McGraw Hill
6. Facility Layout and Location Francis and White Prentice Hall
7. Just in Time Manufacturing Kargoanker -
8. Toyota production System-An Integrated Approach to Just in Time Yasuhiro Monden Engg and Management Press

#### **Actuarial Management Specialization**

<b>Course Code – MBAD15F33A1</b>	<b>General Insurance</b>
<b>Course Type - ELECTIVE</b>	<b>No of credits – 03</b>
<b>L:T:P - 2 : 1 : 0</b>	

### **Course Objective**

The aim of the General Insurance Specialist Applications subject is to instill in successful candidates the ability to apply knowledge of the Indian general insurance environment and the principles of actuarial practice to providers of general insurance in the India and the awareness of regulatory developments in the principal general insurance markets of the world like UK, Europe, and USA.

### **UNIT 1: Introduction To General Insurance**

Principle terms – regulatory and supervisory requirements – IRDA and actuarial practices – Quarterly solvency margin reports (Forms KG, HG) , Taxation accounts - Annual Financial Condition Report - Annual Appointed Actuary’s Report - Calculation of Economic Capital – reserving techniques - financial planning requirements of general insurer.

### **UNIT2: Fundamentals / Principles of General Insurance**

Contract of Insurance - Condition necessary for a contract- Contractual Duty- Contribution under Policy conditions - INSURANCE DOCUMENTS - Proposal Forms - Policy Forms - Cover Notes - Certificate of Insurance – Endorsements - Renewal Notice - Other Insurance Documents.

### **UNIT 3: Types of General Insurance**

Fire insurance - the standard fire & special perils policy - terrorism cover - tariff system - special policies - marine insurance - marine policies - duration of cover – claims - motor insurance - motor vehicles act, 1988 - personal accident cover for owner-driver - theft claims - personal accident insurance - types of disablement- claims - extended coverage.

### **UNIT 4: Legislative and Regulatory Matters**

Insurance Act, 1938 - The Insurance (Amendment) Act, 2002 - General Insurance Business (Nationalisation) Amendment Act, 2002 - I.R.D.A. Regulations, 2002 – CLAIMS - Legal Aspects b) Surveyors and Loss Assessors - Claims documents - Loss Minimisation

### **References & recommended reading**

1. Insurance - Fundamentals, Environment and Procedures : B.S.Bodla, M.C.Garg&K.P.Singh,
2. Insurance - Law and Practice :C.L.Tyagi&MadhuTyagi.
3. Health Insurance in India - A Review (A Comprehensive Guide to Health Insurance in India) : The Insurance Times.
4. Guide to Practice of General : Dr. RakeshAgarwal, 2nd edition, 2011

<b>Course Code – MBAD15F33A2</b>	<b>Investments and Finance</b>
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<b>Course Type - ELECTIVE</b>	<b>No of credits – 03</b>
<b>L:T:P - 2 : 1 : 0</b>	

### **Course Objective**

The aim of this Finance and Investment Technical subject is to instill in successful candidates the ability to apply, in simple situations, the principles of actuarial planning and control to the appraisal of investments, and to the selection and management of investments appropriate to the needs of investors.

### **UNIT 1: Investment objectives and Alternatives**

Concepts relating to investment - investment objective - investment process - investment constraints —investment strategy — investment v/s speculation — arbitrage - gambling — types of investors — investor behavior - investment avenues.

### **UNIT 2: Selection Criteria**

Macro-Economic and Industry Analysis: Fundamental analysis-EIC Frame Work, Global Economy, Domestic Economy, Business Cycles, Industry Analysis. Company Analysis-Financial Statement Analysis, Ratio Analysis. Technical Analysis – Concept, Theories- Dow Theory, Eliot wave theory.C harts-Types, Trend and Trend Reversal Patterns. Mathematical Indicators – Moving averages, ROC, RSI, Market Indicators. (Problems in company analysis & Technical analysis)

### **UNIT 3: Portfolio Construction**

Construction on investment indices –principal active management styles – equity portfolio management techniques - bond portfolio management techniques – Portfolio construction, revision and evaluation.

### **UNIT 4: Portfolio Hedging**

Risk Management using futures and forwards differences-valuation of futures, valuation of long and short forward contract. Mechanics of buying &selling futures, Margins, Hedging using futures -specification of futures -Commodity futures, Index futures interest rate futures-arbitrage opportunities.

### **References & recommended reading:**

1. Investment Analysis and Portfolio management – Prasanna Chandra, 3/e, TMH, 2010.
2. Investments – ZviBodie, Kane, Marcus & Mohanty, 8/e, TMH, 2010.
3. Investment Management – Bhalla V. K, 17/e, S.Chand, 2011.
4. Security Analysis & Portfolio Management – PunithavathyPandian, 2/e, Vikas, 2005.

<b>Course Code – MBAD15F33A3</b>	<b>Health Care Insurance</b>
<b>Course Type - ELECTIVE</b>	<b>No of credits – 03</b>
<b>L:T:P - 2 : 1 : 0</b>	

## Course Objective

The aim of the Health and Care Specialist Applications subject is to instill in the successful candidates the ability to apply knowledge of the United Kingdom and Indian health and care environment and the principles of actuarial practice to the provision of health and care benefits in the United Kingdom and India.

### UNIT 1: Insurance Business Environment

Terms in Health and Care Provision in India – Types of health and care insurance products – State provision - general business environment for health and care insurers – legal, taxation and regulatory framework to health and care insurance in India – Professional standards to actuaries in Indian health and care operations

### UNIT 2: Design And Pricing of Health and Care Insurance Products

Policy conditions – capital requirements – marketability- competition – distribution – management of risks – underwriting – reinsurance, 3<sup>rd</sup> party insurance administration – investment policy – renewal process and options – value analysis – control of risks – asset-liability management

### UNIT 3: Role of Health Care Insurer

Importance of health and care provision – health care systems worldwide – different approaches to financing health care – quality adjusted life years – role of healthcare insurer – statutory actuarial roles.

### UNIT 4: ABI Guidelines

Actuarial Board Of India guidelines – actuarial, economic and financial factors – best practices in health and care provisions.

### References & recommended reading:

1. Health Insurance in India - A Review :, DrRakeshAgarwala, The Insurance Times,Sashi Publications
2. Governing Mandatory Health Insurance: Jain Books
3. Understanding Health Insurance Textbook & Workbook Bundle : Michelle A Green, Delmar Publishers8<sup>th</sup> Edition.
4. Health Insurance Today : Janet I. Beik, Elsevier, 4th Edition

<b>Course Code – MBAD15F33A4</b>	<b>Pension Fund Management</b>
<b>Course Type - ELECTIVE</b>	<b>No of credits – 03</b>
<b>L:T:P - 2 : 1 : 0</b>	

## Course Objective

The aim of the Pensions and other Employee Benefits Specialist Application subject is to instill in successful candidates the ability to apply knowledge of actuarial and related subjects as these

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apply to Pensions, Social Security and other Employee Benefits in India (in particular), UK and across the globe (in general).

### **UNIT I: Introduction**

Principle terms – role of State, employers, individuals, trustees, actuaries and advisers – legal framework for pensions and other long term employee benefits- gratuity, Provident fund, Leave benefits and Medical benefits – Indian and International accounting standards – professional guidance for actuaries by Institute of Actuaries of India .

### **UNIT II: Financing and Design**

Methods of financing the benefits – timing of contributions relative to benefits - factors determining suitable design – level and form of benefits – choice of assets when benefits are funded – sponsor covenant – risks and uncertainties - level and incidence of benefits, level and incidence of contributions, level and incidence of return on capital, overall security of benefits in India.

### **UNIT III: Asset-Liability Management**

Trade off between risk and return, projection models –strategies – problems of transfer of pension rights – valuation of defined benefit scheme to new entrants – discontinuance terms – rights of beneficiaries – other benefit expectations – provision for discontinuance benefits and level of available assets.

### **UNIT IV: Monitoring and Analysis**

Process of analysis – use of results – pension provision – reasons for monitoring – data required – pension scheme design – monitoring asset adequacy – protection of member rights – analysis of risks undertaken - level of funding- surplus and deficiencies – future contributions – mergers and takeovers – winding up a scheme – sponsor covenants.

### **References & recommended reading**

1. Compensation and Rewards Management : B. D. Singh, Excel Books
2. Human Resource Management, VSP Rao, Excel Books
3. Compensation and Benefit Design : Bashker D. Biswas, Pearson
4. Strategic Compensation – A Human Resource Management Approach : Joseph J. Martocchio, Pearson, 6<sup>th</sup> Edition

## **FOURTH SEMESTER**

<b>Course Code – MBAD15F4100</b>	<b>Project Work</b>
<b>Course Type - ELECTIVE</b>	<b>No of credits – 12</b>
<b>L:T:P - 0: 1 : 11</b>	



**REVA UNIVERSITY**  
**Pattern of C3 Question Paper for MBA & BBM Programs**

Time: 3 hrs

Max Marks: 100

**Part – A**

Q1. Short Answer Questions: 10 questions of 2 Marks each, OR 5 questions of 4 Marks each OR, any combination of these two. **(20 Marks)**

**Part – B****Unit 1 (can have 4 sub-questions – a, b, c, d)**

Q2. Descriptive type Questions **(20 Marks)**

OR

Q3. Descriptive Type Questions

**Unit2 (can have 4 sub-questions – a, b, c, d)**

Q4. Descriptive type Questions **(20 Marks)**

OR

Q5. Descriptive Type Questions

**Unit 3 (can have 4 sub-questions – a, b, c, d)**

Q6. Descriptive type Questions **(20 Marks)**

OR

Q7. Descriptive Type Questions

**Unit 4 (can have 4 sub-questions – a, b, c, d)**

Q8. Descriptive type Questions **(20 Marks)**

OR

Q9. Descriptive Type Questions

**Note:** One of the questions in Part-B should be **application based question**, which will be a **compulsory** question.



**REVA UNIVERSITY**  
**Pattern of C1 Question Paper for MBA Program**

Time: 1 ½ hrs

Max Marks: 50

## Part – A

- Q1. Short Answer / Objective Type Questions: 5 questions of 2 Marks each OR 10 questions of 1 mark each OR, combination of both. (10 Marks)

## Part – B

## Unit 1 (can have 4 sub-questions – a, b, c, d)

- Q2. Descriptive type Questions (20 Marks)

OR

- Q3. Descriptive Type Questions

## Unit 2 (can have 4 sub-questions – a, b, c, d)

- Q4. Descriptive type Questions (20 Marks)

OR

- Q5. Descriptive Type Questions

**Pattern of C2 Question Paper for MBA Program**

Time: 1 ½ hrs

Max Marks: 50

## Part – A

- Q1. Short Answer / Objective Type Questions: 5 questions of 2 Marks each OR 10 questions of 1 mark each OR, combination of both. (10 Marks)

## Part – B

## Unit 3 (can have 4 sub-questions – a, b, c, d)

- Q2. Descriptive type Questions (20 Marks)

OR

- Q3. Descriptive Type Questions

## Unit 4 (can have 4 sub-questions – a, b, c, d)

- Q4. Descriptive type Questions (20 Marks)

OR

- Q5. Descriptive Type Questions

All faculty members teaching the Commerce and Management Studies courses are the examiners for B Com, BBM, MBA and M Com courses.

Registrar