

Saurashtra University

RAJKOT

(Re- Accredited Grade B by NAAC CGPA 2.93)

Faculty of Business Management
Syllabus
For
Master of Business Administration
(M.B.A.)
Choice Based Credit System

Effective From

JULY - 2010

Ordinance & Regulations

O. MBA 01. Admission: Admission to the programme will be given on recommendation of the central admission committee of Government of Gujarat on the basis of student's merit in an all Gujarat Common Admission Test conducted by an agency appointed by the government of Gujarat from time to time. (Refer *GCET/3-A/NRD/2002 DA TED 13 FEBRUARY 2002 READ WITH GRED. NO. MBA/102000/2897/S DA TED 7.5.2001 & GUJARAT GOVT RESOLUTION NO MCA-102001-300-C DA TED 24 JANUARY 2002*), and/or as per Saurashtra University Rules.

O. MBA 02 ATTENDANCE

As per the norms of the Saurashtra University

O. MBA 03. CHOICE BASED CREDIT SYSTEM (CBCS) IN MBA PROGRAMME

3.1. Definitions:

“**University**” means Saurashtra University.

“**Post Graduate Programmes**” means Masters Degree Programmes in Business Management

“**Student**” means student admitted to Post Graduate Programmes in Business Management under these Regulations.

“**Degree**” means Post Graduate Degree in Business Management.

“**Board of Studies**” means PG Board of Studies of the University in the Business Management/subjects concerned.

“**Academic Council**” means Academic Council of Saurashtra University.

“**Departmental Academic Council (DAC)**” means Council of the Department consisting of its faculty who would consider and decide on the academic matters, as specified in clause 3.3.2 and 3.3.3 of these regulations.

“**Fee**” means the fee prescribed by the University for the Post Graduate Programmes from time to time.

“**Credit**” means the unit by which the course work is measured. In these Regulations, One Credit means one hour of Class room Teaching.

“**Semester**” means an academic term constituting 26 weeks. Each semester shall have at least fifteen weeks of direct class room teaching excluding Tutorials, Counseling, and Self Learning and Evaluation etc. Odd Semesters shall be from mid June to mid December and Even Semesters shall be from mid December to mid June. The Academic Year shall be of bi-semesters.

“**Grade Letter**” means the alphabet indicating the performance of a student in a particular course. It is the transformation of the scaled marks secured by the student in a Course. Grade letters are O, A, B, C, D, E, and F.

“**Grade Point**” means the numerical weightage allotted to each stratum of scaled marks corresponding to each ‘Grade letter’

“**Credit Points**” means the product of ‘*credits assigned to the course*’ and ‘*the Grade Point secured for the same course by the student*’.

“**Semester Grade Point Average (SGPA)**” measures the performance of a student in a given Semester. The SGPA is the ratio of the ‘*total credit points earned by the student in all the courses of a programme in the concerned the semester*’ and the ‘*total number of credits assigned to the courses the Programme in that Semester*’.

$$\text{SGPA} = \frac{\text{Sum of all Credit Points secured by the student in the semester}}{\text{Sum of Credits assigned to the Courses in the Semester}}$$

“**Cumulative Grade Point Average (CGPA)**” means the Cumulative Grade Point weighted average of SGPA computed on the basis of the following formula for the entire Programme.

$$\text{CGPA} = \frac{\text{Sum of all Credit Points of the entire Programme}}{\text{Sum of Credits up to the end of the Programme}}$$

3.2. Main features of the Choice Based Credit System (CBCS) shall remain as the following:

3.2.1 All the PG Departments in the relevant Faculties of the University shall participate in this Choice Based Credit System (CBCS). A student has the choice of selecting courses offered by the same Department of the same faculty or any other Department of the same or any other Faculty, depending on his/her interest, needs and long term goals as well as the feasibility in terms of the available expertise and infrastructure at the Department level.

3.2.2 Each PG Department shall design and offer courses after the due consideration and approval of the **Departmental Academic Council (DAC)**.

3.3.3 The composition of the DAC: The DAC shall consist of all the regular faculty of concerned Department and the Head of the Department shall chair it. The Department having the faculty strength of less than three (including HOD)

shall co-opt maximum up to two members of the rank of Professor of the same subject from other Universities with the permission of the Vice-Chancellor. In the absence of the HOD, the DAC shall be chaired by the next senior faculty member of the concerned Department.

- 3.2.4 A student shall be evaluated through CCA (Comprehensive Continuous Assessment) and Semester End Examination. The distribution of marks between the CCA and the Semester end examination shall be in the ratio of 30:70.
- 3.2.5 Each course shall be assigned a specific number of credits.
- 3.2.6 The marks secured by a student shall be converted into Grade Points and Credit Points based on scale-normalized marks. The performance of a student in a Semester shall be expressed as Grade Point Average (GPA) and the combined performance of a student in all the four semesters of the PG programme shall be expressed as Cumulative Grade Point Average (CGPA).

3.3 CBCS Programme Structure

- 3.3.1 PG Programmes in the CBCS shall be offered within the Semester pattern.
- 3.3.2 The duration of an Academic year shall consist of two semesters, each of 26 weeks, having a minimum of 15 weeks for the actual classroom teaching.

3.4 Course Structure and the credit context of different courses

The course will be of two-academic year duration divided into four semesters and for Specific purpose the span of course will be of four academic Years.

Semester - I

No	Course No.	Course Title	C	IM	EM	TM
1	CCT-10101	Principles of Management	4	30	70	100
2	CCT-10102	Quantitative Techniques in Management	4	30	70	100
3	CCT-10103	Economics & Environment for Business	4	30	70	100
4	CCT-10104	Management Information Systems	4	30	70	100
5	CCT-10105	Accounting for Managers	4	30	70	100
6	SO-10106	Managerial Communication	4	30	70	100
7	ICT-10107	Case Pedagogy in Management	2	15	35	50
8	SS-10108	Contemporary Issues in Management - I	4	-	100	100
		Total	30	195	555	750

Abbreviations:

C= Credits IM= Internal Marks EM= External Marks TM=Total Marks

CCT = Core Course SO = Skill Oriented Course ICT = Interdisciplinary Course
SS = Self Study Course DP = Dissertation / Project Work ECT = Elective Course

Semester II

No	Course No.	Course Title	C	IM	EM	TM
----	------------	--------------	---	----	----	----

MBA 2010 CBCS Syllabus

1	CCT-10201	Organizational Behaviour	4	30	70	100
2	CCT-10202	Marketing Management	4	30	70	100
3	CCT-10203	Financial Management	4	30	70	100
4	CCT-10204	Human Resource Management	4	30	70	100
5	CCT-10205	Operations Management	4	30	70	100
6	CCT-10206	Cost and Management Accounting	4	30	70	100
7	SO-10207	Research Methodology	4	30	70	100
8	SS-10208	Contemporary Issues in Management - II	4	-	100	100
		Total	32	210	590	800

Semester –III

No	Course No.	Course Title	C	IM	EM	TM
1	CCT-10301	Strategic Management	4	30	70	100
2	CCT-10302	Management Control Systems	4	30	70	100
3	ICT-10303	Management of New and Small Enterprises	4	30	70	100
4	DP-10304	Summer Training Project	8	----	200	200
5	ECT -M/F/H/I	Elective - Major	4	30	70	100
6	ECT -M/F/H/I	Elective - Major	4	30	70	100
7	ECT -M/F/H/I	Elective - Minor	4	30	70	100
8	ECT -M/F/H/I	Elective - Minor	4	30	70	100
		Total	36	210	690	900

Note: Student should select any **Two** groups for dual specialization from the following.

1. Marketing
2. Finance
3. Human Resource
4. Information System

Semester IV

No	Course No.	Course Title	C	IM	EM	TM
1	CCT-10401	International Business	4	30	70	100
2	ICT-10402	Legal Aspects of Business	2	15	35	50
3	DP-10403	Comprehensive Project Study	8	----	200	200
4	ECT -M/F/H/I	Elective - Major	4	30	70	100
5	ECT -M/F/H/I	Elective – Major - Seminar Course	4	30	70	100
6	ECT -M/F/H/I	Elective - Minor	4	30	70	100
		Total	26	135	515	650

Optional Groups

(Following Optional Groups will be offered at MBA Programme depending upon the availability of resources and faculty. Every year at the end of second semester the Department of Business Management will announce the groups and the courses open for Semester III & IV for that batch. The student will have to opt for one major group and one minor group out of the group offered as open in the MBA programme of that session)

1. Marketing Group

Semester III

ECT-10305 Consumer Behaviour

ECT-10306 Services and Relationship Marketing

Semester IV

ECT-10404 Integrated Marketing Communication

ECT-10405 Seminar Course – Retailing Management

2. Finance Group

Semester III

ECT-10307 Financial Decision Analysis and Corporate Restructuring

ECT-10308 Security Analysis and Portfolio Management

Semester IV

ECT-10406 Indian Financial System

ECT-10407 Seminar Course – Financial Statement Analysis and Valuation

3. Human Resource Group

ECT-10309 Strategic Human Resource Management

ECT-10310 Human Resource Development

Semester IV

ECT-10408 International Human Resource Management

ECT-10409 Seminar Course – Management of Industrial Relations

4. Information Systems Group

Semester III

ECT-10311 Database Management

ECT-10312 Technology and Business

Semester IV

ECT-10410 Strategic Information Technology Management

ECT-10411 Seminar Course – Business Process Reengineering

3.5 Flexibility in Mode of Teaching and Distribution of the Course Credit

L: Lecture, T: Tutorial, P: Practice/Practical Structure

CBCS offers flexibility for effective **teaching learning processes** in terms of **L: T: P** structure. The Faculty of Business Management has decide the following models:

L :T/P (L:T:P)

(i) 4 : 0 (4:0:0) [All credit for lecture mode]

3.6 Type of courses

There shall be following categories of courses in the MBA Programmes:

3.6.1 Core Course

A course which is a prerequisite for a student to get the Degree in the concerned Programme.

3.6.2 Elective Course

A course which is to be chosen by the student from a pool of courses offered by a Department.

3.6.3 Interdisciplinary/Multidisciplinary Course

A student admitted in a PG Programme shall have an option to take Interdisciplinary (ID)/Multidisciplinary (MD) course/s offered by a Department/cluster of Departments. For formation of a cluster, two or more

Departments shall come together for offering ID/MD courses depending on their available expertise and infrastructure. The Departmental Academic Council (DAC) shall be competent to decide the nature and scope and number of such courses to be offered by the concerned Department in collaboration with other Department/s.

3.6.4 **Self Study** courses (with maximum of 4 credits within semester)

Since one of the main objectives of the CBCS is to enable the students to learn on their own, the Self Study courses shall be offered to realize this objective. A list of Self Study courses shall be designed by different faculty of the Department and after the approval of the DAC, the courses shall be made available to the students for self study. Such a course shall have advisory academic support of the faculty who had proposed the course, and the same faculty shall evaluate the student at the end of the semester for a Course Report of 50 marks and a viva voce examination of 50 marks.

3.7 **Medium of Instruction**

The medium of instruction shall be English.

O.MBA 04. EVALUATION METHODS

The CBCS is student centric not only in the teaching-learning processes but also in their evaluation process. In CBCS, the evaluation process is divided into two parts under the CBCS. The first part consists of Comprehensive Continuous Assessment (CCA) and the second part consists of the Semester end examination. The division of marks between the two shall be as per the clause 3.2.4. In the CBCS, the evaluation process shall follow the norm that the faculty, who teaches the course, shall conduct the Comprehensive Continuous Assessment(CCA) and the Semester end examination(SEE). The concerned faculty shall be accountable for transparency and reliability of the entire evaluation of the student in the concerned Course.

4.1 **The framework for Comprehensive Continuous Assessment:**

Although assessment and evaluation process in CBCS is in continuous mode, for the purpose of finally letting the candidate know his/her progress periodically, an assessment is divided into four discrete components for reporting the scores to the student as earned by him or her.

The details of the Continuous Assessment are summarized in the Table below:

Component	Units	Mode	Weightage	Period of Continuous assessment
-----------	-------	------	-----------	---------------------------------

	covered in a course	Of Evaluation		
I	1 st 30%	Assignments	10%	First part of the semester. To be completed by 5 th week
II	2 nd 30%	Written/MCQ Test	10%	Second part of the semester. To be completed by 10 th week
III	Remaining- 40%	Seminar Presentation	10%	Third part of the semester. To be completed by 15 th week
IV	100%	Semester end examination	70%	To be completed between 18 th and 20th Week.

4.1.1 The DAC shall announce policy for CCA for all the courses in the Department in the beginning of the Semester and the same shall be communicated to the students.

4.1.2 The continuous assessment and scores of first part of the semester shall be completed during the 5th week of the semester.

4.1.3 The continuous assessment and scores of the second part of the semester shall be completed during the 10th week of the semester.

4.1.4 The continuous assessment and scores of third part of the semester will be completed during the 15th week of the semester.

4.1.5 In case a student fails to secure 12 out of 30 in the CCA (all three components taken together), he/she shall not be allowed to appear for the Semester end examination.

4.2 Semester End Examination (SEE)

During the 18th to 20th week of the Semester, a semester-end examination shall be conducted.

The duration of the semester-end examination shall be 3 hours per course. A question paper for semester-end-examination shall not expect the student to reproduce the answers by memorizing the topics, but it shall rather examine the candidate's creativity, comprehension, problem solving ability, interpretation and awareness capabilities.

4.3 **Final awarding of the Grades shall be completed latest by 24th week of the semester.**

The Head of the Department shall forward to the Controller of Examination the consolidated marks of all the students in CCA and SEE for final computation of the Grade and announcement of the result.

Notes:

1 The result of the evaluated component shall be communicated to the students within 7 days of the completion of each component.

2 The final grades shall be announced latest by 24th week

Project/Dissertation work:

1. Summer Training Project will start after the final examination of semester second. For this purpose student has to taken a practical training of six to eight week of any organization/ Industry. On the basis this training students have to submit his/her report along with organization certificate for the purpose of evaluation to the university.
2. Semester – IV is divided into two parts. The first part is eight week duration. During this all theory course will be taught to the students in the class room. And in second part six to eight week comprehensive project study period will be allotted to students for the preparation of his/her project.
3. Comprehensive Project study will be related to the major area of specialisation of the candidate. It will be based on any Industry or Organizational in depth study and students should prepare his/her report with six to eight week of duration. The Comprehensive project report will be prepared under the supervision of the faculty member assigned by the Head for this purpose.
4. Summer Project Report / Comprehensive Project report shall be submitted in triplicate duly typed and bound in the standard approved size for dissertations by the University. This should be submitted for evaluation to the Department through Head before the commencement of the theory examinations.
5. The Evaluation of project report & Viva-Voce test will be conducted by the Board of examiners consisting of at least two examiners appointed by the university.
6. Seminar course will be offered in major area of specialization.
7. The semester wise number of courses and internal, external and Total examination marks structure are as under:

Sr. No.	Semester	Courses	Total Internal Marks	Total External Marks	Total Marks
1	I	7.5	195	555	750
2	II	8	210	590	800
3	III	8	210	690	900
4	IV	5.5	135	515	650
Total Marks in MBA Programme			750	2350	3100

8. The Head of the Department, MBA Program at the beginning of semester will decide the pedagogy of the courses and also the Title of the papers to be offered in that semester depending upon the availability of resources.

O. MBA 05. Course Credit and Project Guidance:

➤ *For Contemporary Issues in Management I &II, Summer Training Project and Comprehensive Projection Preparation students will be allotted among the faculties on random basis. Respective faculty members will provide the guidance and accordingly students will prepare his/her written report on Contemporary Issues in Management I &II, Summer Training Report and Comprehensive Project Reports.*

➤ *Contemporary Issues in Management I &II: 05 Students Guidance will equal to 10 hours of teaching.*

➤ *Summer Training Project: 05 Students Projects Guidance will equal to 10 hours of teaching.*

➤ *Comprehensive Project: 05 Students Projects Guidance will equal to 10 hours of teaching.*

➤ **The Scheme of Evaluation of Contemporary Issues in Management I & II:**

(a) For Contemporary Issues in Management I & II in the beginning of the semester various contemporary topics related to field of management will be announced in the class room. Each student will be allotted one topic. During semester all the students will collect material on the topic and prepare a write up under the guidance of faculty. At the end of semester all the students will present the written report and panel of experts appointed by the university will evaluate them on the basis of write up, and viva voce. This will be evaluated for 100 marks.

➤ **The Scheme of Evaluation of Project Studies:**

(a) For summer Training, a project report based on the summer training will have to be submitted on a specified date and the same will be evaluated by a board of examiners. This report will be evaluated for 200 marks out of that 100 marks will be based on report writing and 100 marks will be based on an oral presentation/ viva voce. The board of examiners duly appointed by the university will do evaluation.

(b) Comprehensive project will be commenced in fourth semester for duration of six to eight weeks. Report shall be submitted at the end of semester. The course is equivalent to Two course (200 marks). The written part of the project shall account for 100 marks and the viva voce shall account for 100 marks. The Board of Examiners duly appointed by the university will do evaluation.

O.MBA 06. PROMOTION, RE-ADMISSION RULES & MAXIMUM TIME FOR COMPLETION OF COURSE

6.1 Rules of promotion shall be as under:

6.1.1 From semester I to semester II, if a student undergoes a regular course of study of the semester I and fulfills the required criterion of attendance and secures minimum 12 (out of 30) marks in the internal assessment component.

6.1.2

From semester II to semester III, if a student undergoes a regular course of study of the semester II and fulfills the required criterion of attendance and secures the minimum 12 (out of 30) marks in the internal assessment component of semester II and clears 50% of the total courses of Semester I and II.

From semester III to semester IV, if a student undergoes a regular course of study of semester III and fulfills the required criterion of attendance and secures the minimum 12 (out of 30) marks in the internal assessment component of semester III and clears all the of Semester I and II.

6.2 Rules and the Procedure for granting Re-admission to the student shall be as under,

6.2.1 who had not put in the required attendance in a Course in the concerned Programme of a semester and thus detained, or

6.2.2 who had not cleared the required number of Courses and thus detained; or

6.2.3 who had not, after completing a semester continued the studies in the next immediate semester on personal /health grounds but desired to continue his/her studies after a short break; such a student shall be eligible to rejoin the Programme from where he/she had left it subject to clause 6.2.5 & 6.2.6

6.2.4 A student who had put in not less than 40% of attendance in a Semester and not registered for the examination shall be considered for the re-admission in the same semester.

- 6.2.5 The student, who after completing the first two semesters of the Programme, if opts out of the Programme, then he or she shall be eligible to rejoin the Programme, subject to the time period elapsed has not exceeded two years.
- 6.2.6 Such readmissions shall be granted by the Head of the concerned Department directly, subject to the fulfillment of the following conditions:
- a) the concerned teachers have granted the attendance of the Courses in each semesters.
 - b) the student shall complete the Programme within double the duration of the programme from the year of the original admission.
 - c) No readmission shall be granted after the first four weeks of the Semester in which he/she is seeking admission.
- 6.2.7 Readmission shall not be applicable to the Programmes in which admission is granted by a Central Admission committee.
- 6.2.8. The four-semester (two year) Programme shall be completed by a student within double the duration of the normal Programme period (i.e. 4 years).

Note: The provisional grade card will be issued at the end of every semester indicating the courses completed successfully. Upon successful completion of Masters degree program a final grade card, which shall consist of grades of all courses will be issued by the Controller of Examinations of the University. Such a final grade card may be formed as shown in Table in the Appendices.

O.MBA 07. PROCEDURE FOR AWARDING THE GRADES

7.1 The computation for the Grade Point Average shall be as follows:

7.1.1 The raw marks scored by the student (CCA + SEE) shall be converted into the scale-normalized marks with the help of following formula,

$$P = [(B - A) * U] + A \quad (1)$$

Where U is given as follow

$$U = \{ [M - \text{Min}(M)] \} / \{ [\text{Max}(M) - \text{Min}(M)] \} \quad (2)$$

M is the marks secured by the student (CCA + SEE).

Min (M) is the minimum score in the class, after eliminating the scores of unsuccessful candidates in the concerned Course.

Max (M) is the maximum score in the class in the concerned Course.

A is the marks corresponding to the LOWER LIMIT of the LOWER-END of the grade decided to be awarded (see column 4 in the following table). The value of “A” shall be decided by (i), (ii) and (iii) as follow:

- (i) A shall have a value of 40, if at least one student has secured the marks in this stratum ($40 \leq M < 50$) that is the lower end of the lowest grade possible would be 40.
- (ii) A shall have a value of 50, if at least one student has secured the marks in this stratum ($50 \leq M < 60$) that is the lower end of the lowest grade possible would be 50.
- (iii) this rule of selecting “A” can be applicable to the higher stratum, if at least one or more student/s are securing score falling in this stratum and the next lower stratum has no student securing marks.

B is the marks corresponding to the UPPER LIMIT of the HIGHER-END of the grade decided to be awarded. B shall have a value of 100 that is the upper end of the highest possible grade is 100.

The ‘**Grade Point**’ that shall be awarded to the student on the basis of the range in which **P** (as computed by the above **equation -1**) is found is given in the following Table:

Grade Point(G)	Lower limit (A)	Upper limit (B)	For deciding the grade point, range for P	Grade Letters
1	2	3	4	5
Lowest: 4	30	39	$30 \leq P < 40$	F
5	40	49	$40 \leq P < 50$	E
6	50	59	$50 \leq P < 60$	D
7	60	69	$60 \leq P < 70$	C
8	70	79	$70 \leq P < 80$	B
9	80	89	$80 \leq P < 90$	A
Highest: 10	90	99	$90 \leq P \leq 100$	O

7.2 Normalization Committee

7.2.1 There shall be a ‘normalization committee’ for every course at the department level which shall be responsible for the transforming of raw marks/scores of

the students into scaled-normalised score i.e. **P** which shall be basis for awarding 'grade point'

7.2.2 The **Normalization Committee** for every Course shall comprise of Head of the Department, One Senior faculty member of the same Department and the concerned Course Faculty (teacher/s). In case of the Course being offered by HOD or the senior faculty, other faculty member/members shall be invited from the concerned department as member/s. (Note: The single faculty department may invite others in the rank of professor with the consent of Vice Chancellor as members, up to maximum of two members).

7.2.3 The Moralization Committee shall prepare the grades to be awarded to students at the end of each semester and shall forward the same to the Controller of examination for declaration. The Committee shall maintain all records of the marks, grades, grade points etc. which are used in finalizing the award of grades to students.

7.3 Process of Awarding Grade

7.3.1 The **semester grade point average** (SGPA) shall be based on aggregate marks of CCA and SEE

7.3.2 STEP 1: Decide the LOWER CUT OFF to draw the boundary between unsuccessful and successful candidates. This shall be as 40% of the aggregate marks. (i.e. at Master Degree Programme the passing level is defined as 40%
STEP 2: Decide the LOWER-END of the grade and HIGHER-END. The respective values shall be 40 and 100.

STEP 3: Accordingly **M** is normalized to **P** as given by the above formulae (1) and (2)

Illustration:

A student has scored 22 marks out of 30 marks in CCA and 53 marks out of 70 marks at SEE. This student belongs to a group of 55 students. The maximum and minimum marks of this group are 95 and 45 respectively in this particular course. His/her raw score shall be transformed into P score as follow:

$$A = 40, B = 100, \text{Min}(M) = 45, \text{Maxi}(M) = 95, M = (22 + 53) = 75$$

$$U = \{ [M - \text{Min}(M)] \} / \{ [\text{Max}(M) - \text{Min}(M)] \}$$

$$U = \{ [75 - 45] \} / \{ [95 - 45] \} = 30/50 = 0.6$$

$$P = [(B - A) * U] + A$$

$$P = [(100 - 40) * 0.6] + 40 = [(60) * 0.6] + 40 = [36] + 40 = 76$$

His/her P score shall be 76.

He /she shall be awarded **grade B** with corresponding **grade point 8**

The Table given below gives the scale for awarding grade and grade points to the student based on the range in which P as computed by above equation

Grade Point(G)	Lower limit (A)	Upper limit (B)	For deciding the grade point, range for P	Grade Letters
1	2	3	4	5
Lowest: 4	30	39	$30 \leq P < 40$	F
5	40	49	$40 \leq P < 50$	E
6	50	59	$50 \leq P < 60$	D
7	60	69	$60 \leq P < 70$	C
8	70	79	$70 \leq P < 80$	B
9	80	89	$80 \leq P < 90$	A
Highest: 10	90	99	$90 \leq P \leq 100$	O

Step 4: The semester-end Grade Point Average (SGPA) and the Course-end Cumulative Grade Point Average (CGPA) are computed as follows:

If G is the grade awarded to the candidate as described in Step 3, and if Cr is the Credit Value for the course (for instance Cr=4) then the grade credit point in that paper is given by

Credit Points = Credit of the course (Cr) x Grade secured in the course (G) (3)

Sum of all Credit Points secured by the student in the semester
 SGPA = $\frac{\text{Sum of all Credit Points secured by the student in the semester}}{\text{Sum of Credits assigned to the Courses in the Semester}}$ (4)

Sum of all Credit Points of the entire Programme
 CGPA = $\frac{\text{Sum of all Credit Points of the entire Programme}}{\text{Sum of Credits up to the end of the Programme}}$ (5)

The CGPA shall be expressed to an accuracy of three decimal digits.

The percentage equivalence shall be obtained by multiplying CGPA with 10.

The descriptive gradation shall be based on the scale given in the following table.

CGPA	% Equivalence (if required)	Description gradation (if required)
$7.5 \leq \text{CGPA} \leq 10$	CGPA x 10	DISTINCTION
$6 \leq \text{CGPA} < 7.5$	CGPA x 10	FIRST CLASS
$5 \leq \text{CGPA} < 6$	CGPA x 10	SECOND CLASS
$4 \leq \text{CGPA} < 5$	CGPA x 10	PASS CLASS

Note: All the PG Centers of Saurashtra University shall not be under the purview of CBCS

O. MBA 08. Industrials Tour:

In each semester visiting industrial unit is a part of curriculum. Visit could be with in the states or outside the state of Gujarat, as per the permission Granted by the units as per their given dates. Number of students for industrial visit would be based on permission granted by the units. The selection of the students for industrial visit will be based on criteria fix by the staff council.

MBA SEMESTER – I (Effective from June - 2010)

CCT-10101: PRINCIPLES OF MANAGEMENT

Objectives:

The objectives of this paper are to familiarize the student with basic management concepts and processes in the organization.

Course Contents:

Unit-I

Introduction: Historical Development, Definition of Management, Science or Art, Management and Administration, Development of Management Thought Contribution of Taylor and Fayol, Functions of Management, Types of Business Organization, Business Ethics and Social Responsibility: Concept, Shift to Ethics, Tools of Ethics

Unit-II

Planning: Nature & Purpose, Steps involved in Planning, Objectives, Setting Objectives and Process of Managing by Objectives, Strategies, Policies & Planning Premises, Forecasting, and Decision-making

Unit-III

Organizing: Nature and Purpose, Formal and Informal Organization, Organization Chart, Structure and Process, Departmentation by difference strategies, Line and Staff authority – Benefits and Limitations – De-Centralization and Delegation of Authority – Staffing – Selection Process - Techniques – HRD – Managerial Effectiveness

Unit-IV

Directing: Scope, Human Factors, Creativity and Innovation, Harmonizing Objectives, Leadership, Types of Leadership Motivation, Hierarchy of Needs, Motivation theories, Motivational Techniques, Job Enrichment, Communication, Process of Communication, Barriers and Breakdown, Effective Communication

Unit-V

Controlling: System and process of Controlling, Requirements for effective control, The Budget as Control Technique, Information Technology in Controlling, Productivity, Problems and Management, Control of Overall Performance, Direct and Preventive Control, Reporting, The Global Environment, Globalization and Liberalization, International Management and Global theory of Management.

Text Books:

Stoner, Freeman & Gilbert Jr. - Management (Prentice Hall of India, 6th Edition or later edition)

Wehrich Heinz and Koontz Harold - Management: A Global and Entrepreneurial Perspective, Tata Mc Graw Hill, 12th Edition 2008)

Reference Books:

- Massie, Joseph L., *Essentials of Management*, Pearson Education,
Robbins S.P. and Decenzo David A. - *Fundamentals of Management: Essential Concepts and Applications* (Pearson Education, 5th Edition)
Tripathy PC and Reddy P.N, "Principles of Management", Tata McGraw-Hill, 2008.
Prasad L.M., *Principles & Practice of Management*, Sultan Chand & sons, New Delhi, 2008.
Prasad Manmohan, *Management – Concepts and Practice*, Himalay Publishing House, Mumbai
Gupta C.B., *Management-Theory & Practice*, Sultan Chand & sons, New Delhi, 2008.
Rao VSP and Krishna V.H., *Management – Text & Cases*, Excel Books, New Delhi

CCT-10102 - QUANTITATIVE TECHNIQUES IN MANAGEMENT

Objectives:

The objective of the course is to make the students familiar with few basic mathematical and linear programming techniques. The main focus is on its application in business decision-making.

Course Contents:

Unit-I

Decision Making and Quantitative Techniques

Quantitative Approach to Decision Making: OR/MS - Quantitative Analysis and Computer-based Information Systems

Unit-II

Linear Programming

Formulation of Linear Programming Problems - General Statement of Linear Programming Problems - Assumption Underlying Linear - Programming - Graphic Methods - Simplex Method - Two-Phase Method

Transportation and Transshipment Problems

Problem Statement - Solution to Transportation Problem-The Simplex Method-The Transportation Method-North-West Corner Rule-Least Cost Method-Vogel's Approximation Method-Stepping-stone Method-The Modified Distribution Method (MODI)

Assignment Problem

Complete Enumeration Method - Transportation Method - Simplex Method - Hungarian Assignment Method (HAM) - Some Special Cases

Unit-III

PERT and CPM

PERT/CPM Networks - Network Analysis - Resource Analysis and Allocation - Programme Evaluation and Review Technique (PERT) - Difference between PERT and CPM

Decision Theory

One-stage Decision Making Problems - Multi-stage Decision Making Problems: Decision Tree - Utility Theory: Utility as Basis for Decision-making

Unit-IV

Theory of Games

Game Models - Two-Persons Zero-Sum Games and their Solution - Solution of $2 \times n$ and $m \times 2$ Games - Solution of $m \times n$ Games – Formulation and Solution as an LPP - Limitations of the Game Theory

Simulation

Process of Simulation – Monte Carlo Simulation – Simulation of an Inventory system – Simulation of Queuing System – Advantages and Disadvantages of Simulation – Applications of Simulation

Unit-V

Forecasting

Forecasting Models - Qualitative Models of Forecasting - Time Series Models of Forecasting - Causal Model of Forecasting

Text Book:

Vohra N.D., Quantitative Techniques in Management, Tata McGraw Hill Publishing Company Limited, New Delhi, 2007.

Reference Books:

- ❖ Khanna R.B., Quantitative Techniques for Managerial Decisions, Prentice – hall of India Pvt. Ltd, New Delhi, 2007
- ❖ Hillier Frederick, Introduction to Operations Research, Tata McGraw Hill Publishing Company Limited, New Delhi

CCT-10103: ECONOMICS AND ENVIRONMENT FOR BUSINESS

Objectives:

To acquaint the participants with concepts and techniques used in Micro-Economic theory and to enable them to apply this knowledge in business decision making and to create understanding about environment of business and to acquaint the students with emerging trends in business environment.

Course Contents:

Unit-1

Introduction

Economic theory and managerial theory-managerial economist's role and responsibilities-Fundamental economic concepts incremental principle-opportunity cost principle-discounting principle-equi-marginal principle

Unit-2

Demands and Supply Analysis

Concept of Demand

Individual and Market demand - Law of Demand- Determinants of Demand

Elasticity and Application of Demand

Meaning and importance-Price elasticity- income elasticity- cross elasticity- Advertising elasticity- Using elasticity in managerial decisions

Production Theory

Production function - Production with one and two variable inputs - stages of production-economics of scale - estimation of production function - law of variable proportions - law of returns scale.

Cost and Supply Analysis

Cost Concepts-Cost Functions- various measures of cost FC, VC, AC, MC- Cost curves, shapes and relationship- Cost Output Relationship in short and long run- Economies and Diseconomies of scale

Unit-3

Price determinations under different market conditions

- Characteristics of different market structures-price determination and firm's equilibrium in short-run and long run under perfect competition-monopolistic competition-oligopoly and monopoly
- The theory of Consumer Choice
Cardinal utility approach-indifference approach-revealed preference and theory of consumer choice under risk

Unit-4

Business Environment - I

- Introduction to Business Environment
Concept, significant and nature of business environment; - Types of environment – environmental analysis and strategic management
- Economic Environment
Nature of Economy – Structure of Economy – Economic Policies – Economic Conditions
- Natural and Technological Environment
Natural environment –Changing role of government-Green marketing-Ecological implications of Technology-Technological Environment – Innovation – Technological Leadership and followership – Technology and competitive advantage – Sources of Technological dynamics – Time lags in Technology introduction/absorption – appropriate technology and technology adaptation – impact of technology on globalization – IT and marketing - transfer of technology.
- Social and Demographic Environment
Concept and Significance of social environment- culture and organization-Population size – Falling birth rate and changing age structure – migration and ethnic aspects-Consumer Rights- consumerism- Corporate Governance

Unit-5

Business Environments - II

- Political and Government Environment
Functions of State- Economic Role of Government – Legal Environment – Economic Roles of Government in India – The Constitutional Environment
- Industrial Policy
Industrial policy up to 1991 (Overview) – the new industrial policy – an evaluation of the new policy
- Monetary and Fiscal Policy
Monetary policy – measures of money stock – monetary policy and money supply – instruments of monetary policy – fiscal policy – the Union budget – state budgets – finances of the Union and States – the finance commission – importance of the budget.
- Global Environment
Globalization- Foreign Trade and Investment- WTO- Tariff and Non tariff barriers-EXIM policy and Foreign management Act- EPZs, EOUs, TPs, and SEZs

Text Books:

- ❖ Gupta G. S., Managerial Economics, Tata McGraw Hill Co., New Delhi, 2006
- ❖ Francis Cherunilam, Business Environment, Himalaya Publishing House, New Delhi
- ❖ Saleem S., Business Environment, Pearson Education, New Delhi, 2007
- ❖ H. Craig Petersen and W. Cris Lewis, Managerial Economics, Prentice Hall of India Pvt. Ltd., New Delhi

Reference Books:

- ❖ Chopra O. P., Managerial Economics, Tata McGraw Hill, New Delhi
- ❖ V. L. Mote, S. Paul and G. S. Gupta, Managerial Economics- Concepts and Cases, Tata McGraw Hill
- ❖ I. C. Dhingra, Essentials of Managerial Economics, Sultan Chand & Sons
- ❖ R.L. Varshney and K. L. Maheshwary, Managerial Economics, Sultan Chand & Sons
- ❖ Adhikari M., Business Economics, New Delhi, Excel Books
- ❖ Justin Paul, Business Environment, Tata McGraw Hill, New Delhi
- ❖ Aswathappa, Business Environment, Himalaya Publishing House, New Delhi

CCT-10104: MANAGEMENT INFORMATION SYSTEMS

Objective:

To develop basic understanding about Information Systems, its development and role in Organization at various levels and gain insight into e-commerce

Course Contents:

Unit I

Information Systems & Modern Organizations

- Information Systems: Definition and Concepts - The evolution of Information Systems – Organizations: Structure & IS support - IS support at different Organizational Levels – Changing Role of IS Department

Unit II

Managing Data, Information and Networks

- Basics of Data arrangement and Access - The traditional file environment - Databases: The Modern Approach - Data Warehousing & Data Mining – Networks – Network Communications Software – Applications of Communication Systems

Unit III

Functional and Enterprise Systems

- Information Systems to support Business Functions - Transaction Processing Information Systems - Accounting and Finance Systems - Marketing and Sales Systems - Production and Operation Systems - Human Resource Management Systems - Integrated Information systems and Enterprise Resource Planning

Unit IV

Information system development

- Information system Planning - The traditional System Development Life Cycle (SDLC) - Alternative methods of Systems Development – Systems Development outside the IS Department

Unit V

E – Commerce Models for Organizations and Applications

- Foundations of E-commerce - Models of E-commerce and applications – Business-to-Consumer (B2C) - Business-to-Business (B2B) - Consumer-to-Business (C2B) - Consumer-to-Consumer (C2C) - Governmental Models of E-commerce - Infrastructure and E-commerce support services - Legal and Ethical Issues in Electronic Commerce

Text Book/s:

Efraim Turban, R. Kelly Rainer Jr. & Richard E. Potter, “Introduction to Information Technology”, 2nd Edition, John Wiley & Sons, Inc.

Reference Book/s:

Waman S. Jawadkar, “Management Information Systems”, 4th Edition, Tata McGraw hill, New Delhi

Loudon & Loudon, “Management Information Systems”, PHI, New Delhi

Schultheis, Sumner, “Management Information Systems”, Tata McGraw hill, New Delhi

O’Brien “Management Information Systems” Galgotia, New Delhi

CCT-10105: ACCOUNTING FOR MANAGERS

Objectives:

The basic purpose of this course is to develop an insight of postulates, principles and techniques of accounting and utilization of financial and accounting information for planning decision-making and control.

Course Contents:

Unit - I

Overview of Accounting

Introduction of Accounting - Concept – Users – Terminology -Assumption – GAAP – Accounting Equation – Ethical Issues in Accounting

Postulates – Concepts & Principles – Defining the Term Accounting Standard – Benefits of Accounting Standards – Standard Setting in India – Scope of Accounting Standards – Brief Overview of Accounting Standards in India.

Unit - II

Recording Business Transactions

- Accounts – Classification – The Double Entry System – Recording Transaction – Posting – Balancing of Accounts - Trial Balance

Measuring Business Income and Expenditure

- Income Measurement – Adjustment Process – Preparation of Financial Statements with Adjustments – Accounting Cycle

Completing The Accounting Cycle

- Work Sheet – Closing Entries – Post Closing Trial Balance – Preparation of Final Accounts with Adjustments.

Accounting For Merchandising Transactions

- Income Measurement – Revenue from Sales – Cost of Goods Sold – Operating Expenses – Classified Financial Statements

Unit - III

Internal Control Systems-Cash And Receivables

- Concept – Features – Internal Control for Cash, Debtors & Receivables Only theory aspect

Inventories

- Concepts – Determining the Physical Inventory – Pricing the Inventory – Estimating Inventory value

Fixed Assets and Depreciation

- Depreciation Concept & Methods – Special Problems in Depreciation Accounting - Capital Expenditure & Revenue Expenditure

Liabilities

- Concepts – Classification

Shareholder's Equity

- Share Capital – Dividends – Accounting for Share Capital (Only Concept) – Preference Share Capital – Treasury Stock – Bonus Share – EPS – Stock Options – Reserves

Unit - IV

Financial Statement Analysis

- Objectives – Standards of Comparison – Sources of Information – Quality of Earnings – Techniques of Financial Statements Analysis – Using Financial Ratios – Corporate Disclosure Policy

Unit - V

Statement of Cash Flows

- Concepts – Purpose - Uses – - Structure – Limitations – Preparing Cash Flow Statement

Text Books:

- ❖ Chauhan P.L., Accounting for Managers, Saurashtra University Publication, Rajkot, 2007.
- ❖ Narayan Swamy, Financial Accounting, Prentice Hall of India, New Delhi, 2009, 3rd Edition
- ❖ Anthony Robert, Hawkins David F., & Merchant K.A., Accounting, Tata McGraw Hill Publishing Company Limited, New Delhi, 2008, 12th Edition.
- ❖ Gupta Ambrish, Financial Accounting for Management, Pearson Education, New Delhi, 2009, 3rd Edition.

Reference Books:

- Ramachandran N. and Kakani R., Financial Accounting for Management, Tata McGraw Hill Publishing Company Limited, New Delhi, 2008, 2nd Edition
- Bhattacharya Aashish, Financial Accounting, Prentice Hall of India, New Delhi, 2005
- Warren C.S., Reeve J.M. and Duchac J.E., Financial Accounting, Cengage Learning, 2009.
- Horngreen, Foster & Datar, Financial Accounting, Prentice Hall of India, New Delhi, 2008.
- Bhattacharya S K and Dearden J. *Accounting for Management Text and Cases*. New Delhi, Vikas, 2007.
- Bhayani S.J., Cases in Finance and Control, Saurashtra University Publication, Rajkot, 2006.

SO-10106: MANAGERIAL COMMUNICATION

Objectives:

The course is aimed at equipping the students with the necessary Skills and techniques of communication that are useful in developing skills of communicating effectively.

Course Contents:

Unit I

Nature and Process of Communication: Definition – Classification – Purpose – Process – Elements – General Problems – Common Problems in Two-Way Communication – Barriers to Communication – Conditions and Characteristics for Successful communication – Universal Elements in Communication..

Written Business Communication: The Art of Writing – Importance of Skills in Written Communication – Purpose of Writing – The Audience – Clarity in Writing – Principles of Effective Writing.

Unit II

Written Letters and Memos: Writing Routine Pleasant Letters – Writing a ‘Persuasive Letter’ – Writing Memos- Tone of writing, inquiries, orders & replying to them, sales letters

Report Writing: Meaning – Difference Between a Report and other Forms of Writing – Purpose of a Report – Kinds of Reports – Objectives of a Report – Writing Reports – Basic and Subsidiary Parts of Report – Abstract and Executive Summary – Findings and Analyses – Subject wise Development – Concept Development – Index- Glossary – Appendix.

Writing a Summer Project Report: How Does Summer Project Report Differ from Business/Technical Reports – Guidelines for Writing Summer Project Report – Summer Project Proposal

Unit III

Oral Communication: Oral Communication Skills – Application of Conversation Control.

Non-Verbal Communication: Meaning – Characteristics – Classification – Advantages – Guidelines.

Negotiation Skills: Meaning – Nature – Need – Factors Affecting – Process – Strategies.

Unit IV

Presentation Skills: Meaning – Elements – Designing Your Presentation – Essentials of Presentation - Role of Technology in Presentation

Listening Skills: Definition, Anatomy of Poor Listening, Features of a Good Listener, Role Play.

Unit V

Writing CVs, Group Discussions and Attending Interviews: Preparing for Job - Importance of Resume and Covering Letter – Writing a Resume –

Essentials of Drafting Effective Resume- Interviews – Job Interview – Communication Skills- Job Interviews- Tone of writing, inquiries, orders & replying to them,

Business Etiquette: Meaning – Business Dining- Foreign Language – Business Manners of People of Different Countries – Business-to-Business Etiquette – Managing Customer Care.

Text Book:

Chaturvedi P.D. and Chaturvedi M., Business Communication, Pearson Education, New Delhi.

Reference Books:

Asha Kaul, Effective Business Communication, Prentice Hall of India Private Limited, New Delhi- 110 001.

Urmila Rai and S.M.Rai, Business Communication, Himalaya Publishing House.

Lesikar, Pettit and Flatley, Basic business Communication, Tata McGraw Hill Co., New Delhi.

Monipally M.M., Business Communication Strategies, Tata McGraw Hill Co., New Delhi.

Thill, John & C. V. Bovee, *Excellence in Business Communication*, 3rd Ed., McGraw Hill Inc;

Boone, Kurtz, & Block, *Contemporary Business Communication*, Prentice Hall, New Jersey, USA.

ICT-10107: CASE PEDAGOGY IN MANAGEMENT (Half Credit Course)

Objective:

The basic objective of this course is to provide the knowledge of case and its importance in management education.

Course Content:

Unit-I

Theoretical Approach

Introduction - Define Case Study - Nature of Case Study - Objectives of Case Study - Importance of Case Study - Main Components of Case Study – Problems in Using Cases – Method of Using Case – Advantages – Limitations

Unit-II

Administrative Facilities

Role of Instructor - Role of Student - Reading of Case Study - Expectations of Students before class room presentation - Read observation after the class room discussion -Analysis of Case study - Role Play

Unit-III

Discussion of Cases

Text Books:

Chauhan P.L. Cases in Management, Saurashtra University publication, 2002.

Chauhan, Sehgal & Gohil, Case Pedagogy in Management, Shanti Prakashan, Ahmedabad, 2004.

Bhayani S.J., Cases in Finance and Control, Saurashtra University Publication, Rajkot, 2006.

SS-10108 CONTEMPORARY ISSUES IN MANAGEMENT – I

Objectives:

The objective of the course is to create awareness among the students towards the various contemporary issues in management and develop self learning skills.

Guidelines:

In the beginning of the semester various contemporary topics related to field of management will be announced in the class room.

Each student will be allotted one topic.

During semester all the students will collect material on the topic and prepare a write up under the guidance of faculty.

At the end of semester all the students will present the written report and panel of experts appointed by the university will evaluate them on the basis of write up, and viva voce.

This will be evaluated for 100 marks.

MBA SEMESTER – II (Effective From December – 2010)
CCT-10201: ORGANISATIONAL BEHAVIOUR

Objectives:

To familiarize the students with basic organisation process to bring about organisational behaviour.

Develop ability to observe, understand and analyse the behaviour within the organisation.

Helpful in developing basic skills to deal with the ongoing behavioural dynamics and contribute to organisational effectiveness.

Course Content;

Unit: 1

Fundamentals of Organizational Behavior

Organization, Management and Organisational Behaviour, Theories of Management leading to Organisational Behaviour, Role of culture in Management, Challenges of the changing world of the work, Current concerns for Organisations.

Unit: 2

Understanding dynamics of individual Behaviour

Personality predispositions and managerial effectiveness

Personality - Values, Attitudes and Beliefs - Argyris's Maturity-Immaturity Continuum - Managerial Relevance

Perception

Perceptual Process - Factors Influencing the Perceptual Process - Factors Affecting Perceptual Throughput Process

Motivation and work performance

Motive, Motivation, Motivating - Theories of Motivation in Brief Overview (Need Hierarchy, Theory X and Y, Hygiene Theory, Achievement Motivation Theory, ERG Theory) - Is Motivation Culture-Bound and How Can Indian Managers Motivate Employees?

Reinforcement

Reinforcement Theory - Behaviour Modification - Individual and Organisational Learning Process - Reinforcement Strategies - Implication of Reinforcement Theories and Schedules for managers - Relationship between Motivation and Performance

Unit: 3

Work group and Group dynamics in organization

Synergy Through Groups, Group Dynamics, Different Modes of Decision making in Groups, Group Effectiveness, Stages of Group Development, The

manager's Role in Group and the Decision making Processes, teams, how managers can tap in to groups and make them an organisational Resources

Management of Stress

Impact of Stress on Individuals - Personality Propositions and Experiences
Stress - Sources of Stress - Stress Management

Conflict Management and Negotiation

Nature of Conflict- Dynamics of Conflict- Conflict resolution Modes-
Approaches to Conflict Management- Sources of Conflict in Organisation
Leadership and Managerial Effectiveness

Leadership as an Influencing Process - Theories of Leadership - Leader
Behaviour Theories - Contingency Theories of Leadership - Likert's
System Four and The Managerial Grid

Unit: 4

Organization development and change process

Quality of life- Organisation Development- Organisational Culture- Values
and OD- Planned change- Implications for Managers

Unit: 5

Emerging aspects of Organisational Behaviour

Conditions affecting Multinational Operations, managing international
workforce, productivity and culture contingencies, cross cultural
communication

Text Books:

- Sekran Uma, Organisational Behaviour, Tata McGraw Hill Publishing Company
Limited, New Delhi, 2006
John W Newstrom, Organizational Behaviour, Tata McGraw Hill Publishing
Company Limited, New Delhi, 2007

Reference Books:

- ❖ Saiyadain Mirza S., Organisation Behaviour, Tata McGraw Hill Publishing
Company Limited, New Delhi, 2006
- ❖ K. Aswathappa, Organisational Behaviour, Himalaya Publishing House Pvt.
Limited, 2008
- ❖ Debra L. Nelson and James Campbell Quick, Organizational Behaviour,
Cengage Learning India Private Limited, 2009
- ❖ Kumar Arun and Minakshi N., Organisational Behaviour, Vikas Publishing
House Private Limited, 2009

CCT-10202: MARKETING MANAGEMENT

Objective:

The purpose of this course is to develop an understanding of the underlying concepts, strategies and issues involved in the marketing of products and services.

Course Contents:

Unit I

Introduction to Marketing: Meaning, Elements of marketing, Company orientations towards the marketplace, Demand management
The Marketing environment, Concept of Marketing information system and marketing research

Unit II

Understanding consumer behaviour and Industrial buyers.
Market segmentation, Targeting and positioning

Unit III

Product decisions – product mix, product life cycle, new product development
Pricing – objectives, factors affecting and methods
Promotion decisions – promotion mix – advertising, sales promotion, publicity and personal selling

Unit IV

Channel management – Selection, Co-Operation and Conflict Management
Services Marketing – Meaning, Characteristics, Marketing Mix

Unit V

Rural marketing in India – origin & present scenario
E – Marketing – Specifically marketing through internet and mobile. Factors affecting e – marketing

Text Book/s:

Kotler and Koshy, Marketing Management, A South Asian Perspective, Pearson Education, New Delhi, 12/e

Reference Book/s:

Kotler, Philip, Marketing Management, Pearson Education, New Delhi
Saxena Rajan, Marketing Management, Tata Mc Graw Hill, New Delhi, 2007
Arun Kumar and N. Meenakshi, Marketing Management, Vikash Publishing house, New Delhi, 2007

CCT-10203: FINANCIAL MANAGEMENT

Objectives

The purpose of this course is to acquaint the students with the broad framework of financial decision-making in a business unit.

Course Contents:

Unit - I

Understanding the Meaning of Financial Management, Financial System, Financial Mathematics, and Basics of Valuation

Financial Management: Definition, Scope, Goal, Function, Agency Theory; Financial System; Functions, Structure, Players, Role. Concepts of Time Value, Compounding & Discounting, Annuities, Valuation of Bonds and Shares

Unit - II

Understanding Working Capital Management as a Decision to Create Value for the Business

Principles of Working Capital Management, Various Approaches, Estimation of Working Capital, Managements of Components of Working Capital; Cash, Receivables, Inventory and Sources of Working Capital Finance

Unit -III

Understanding Investment Decision and Various Steps Involved

Nature of Investment Decision, Techniques of Investment Decision; Discounted and Non-Discounted Techniques, Estimation of Discount Rate (Cost of Capital), Determination of Cash Flows and Complex Investment Decisions

Unit -IV

Understanding Financing Decision and Various Sources of Finance

Meaning of Leverage, Theory of Capital Structure, Relevance and Irrelevance of Capital Structure, Arbitraging, Sources of Long-Term Finance; Shares, Debentures and Term Loans, Leasing and Hire Purchase and Venture Capital

Unit-V

Understanding Dividend Decision, Theory and Practice;

Contemporary Issues and Projects by Students
Various Models of Relevance and Irrelevance, Approaches towards Dividend Theory.

Text Books:

- ❖ Chauhan P.L., Financial Management, Saurashtra University, Rajkot, 2010
- ❖ Pandey I.M., Financial Management, Vikas Publishing House, New Delhi, 9th Edition
- ❖ Chandra, Prasanna, Financial Management – Theory and Practice, Tata McGraw-Hill Publishing Company, New Delhi, 7th Edition
- ❖ Van Horne & Wachowicz Jr. Fundamentals of Financial Management, Pearson Education, New Delhi, 12th Edition

Reference Books:

- Gitman, Managerial Finance, Pearson Education, New Delhi, 2008.
- Maheshwari S.N. Financial Management, Sultan Chand & Sons, New Delhi, 2008.
- Khan & Jain, Financial Management, Tata McGraw Hill Publishing Co., New Delhi, 2008.
- Ravi Kishor, Financial Management, Taxmann's Allied Services Pvt. Ltd., New Delhi, 2008.
- Bhayani S.J., Cases in Finance and Control, Saurashtra University Publication, Rajkot, 2006.

CCT-10204: HUMAN RESOURCE MANAGEMENT

Objective:

The Objective of this course is to sensitize students to the various facets of managing people and to create an understanding of the various policies and practices of human resource management

Course Contents:

Unit I

Concepts and Perspectives on Human Resource Management
Human Resource Management in a Changing Environment

Unit II

Corporate Objectives and Human Resource Planning
Meaning and need for HRP – Process, Importance and Hindrances

Unit III

Job Analysis and job Description
Recruitment, Induction and Placement
Training, Development and Career Advancement
Performance Appraisal and Performance Evaluation

Unit IV

Incentive and Performance-based Payments
Managing employee benefits and services
Employee Empowerment and Welfare

Unit V

Trade Unions- Functions and its role
Dispute Resolution & Grievance Management
Evaluating HRM effectiveness

Text Book/s:

- ❖ Aswathappa K. Human Resource and Personnel Management Tata McGraw Hill, New Delhi, 1997

- ❖ Tiwari T.D. & Chauhan P.L.” Emerging Issues in Human Resource Management” Shanti Prakashan, Delhi -2005
- ❖ Tiwari T.D. & Chauhan P.L.” Framework of Human Resource Management and Industrial Relation” Shanti Prakashan, Delhi -2007

Reference Books:

- ❖ De Cenzo, D A & Robbins S P Human Resource Management. 5th ed., New York, John wiley, 1994
- ❖ Guy, V & Mattock J. The New International Manager. London, Kogan Page, 1993.
- ❖ Holloway, J.ed. Performance Measurement and Evaluation. New Delhi, Sage, 1995.
- ❖ Monappa, A. & Saiyadain M. Personnel Management. 2nd ed., New Delhi, Tata McGraw-Hill, 1996.
- ❖ Stone, Lloyed and Leslie W.Rue, Human Resource and Personnel Management Richard D. Irwin, Illinois, 1984.

CCT-10205: OPERATIONS MANAGEMENT

Objectives

The Course is designed to acquaint the students with decision making in: Planning, schedule and control of Production and Operation functions in both manufacturing and service organization.

Course Contents:

Unit- I

Operations Management : Trends and Issues

- Introduction – Current Trends in Manufacturing in India – Service as a Part of Operations – Operations as a Key Functional Area in an Organization – Operations Management: A Systems Perspective – Challenges Faced by Operations Management – Priorities for Operations Management

Operations Strategy

- Relevance of Operations Strategy – Strategy Formulation Process – Measures to Ensure Operational Excellence – Strategic Options for Operations – Emerging Trends and Implications for Operations

Unit-II

Design of Processes

- Determinants of Process Characteristics – Types of Processes and Operations Systems – Process Product matrix – Process Design Issues in Service Systems – Technology Issues in Process Design – Planning Premises and Process Implications

Product Development Process

- Role of Product Development in Competitiveness – Product Development Process- Organization for Product Development – Tools for Efficient Product Development – Performance Measures for

Product Development Process – Management Accounting Tools for Product Development

Unit- III

Capacity and Aggregate Planning

- Meaning – Types of Capacity – Measurement of Capacity – Capacity Decision – Capacity Planning – Capacity Changes – Types of Capacity Planning – Aggregate Production Planning – Adjusting Capacity to Meet Demand – Demand Management – Hierarchical and Collaborative Planning – Aggregate Planning for Services

Unit -IV

Plant Location

- Meaning – Need - Nature of Location Decisions – Procedure – Factors Affecting Location Decisions – Methods of Evaluating Location Alternatives

Plant Layout

- Layout Planning – Need – Objectives – Significance – Factors Influencing Layout Choices – Principles – Types – Layout Planning and Design – Layout Tools and Techniques

Unit- V

Supply Chain Management

- Concept – Components of Supply Chain – Supply Chain Management: A Process Orientation – Supply Chain Structure – Measures for Supply Chain Performance – Design of Supply Chains – Role of IT in Supply Chain Management

Inventory Management

- Concepts - Importance – Types – Inventory Cost – Inventory Models – EOQ – Inventory Control Systems – “Q” System – “P” System - Selective Inventory Control Management (ABC, FSN, SDE, HML Analysis) - EOQ – MRP – JIT

Total Quality Management

- The Quality Revolution – Quality Gurus – Definitions of Quality – Total Quality Management – Quality Management Tools – Quality Certifications and Awards – Service Quality – Design of Quality Assurance System

Text Books:

Mahadevan B., Operations Management, Pearson Education, New Delhi,2008

Russel & Taylor, Operations Management, Pearson Education, New Delhi, 2008

Chase, Jabocs and Acquiliano, Operations Management, Tata McGraw Hill, New Delhi, 2009.

Reference Books:

- ❖ Krajawski & Ritzman, Operations Management, Pearson Education, New Delhi, 2003
- ❖ Bedi Kanishka, Production and Operations Management, OXFORD University Press, New Delhi, 2006.
- ❖ Chunawala & Patel, Production and Operation Management, Himalaya Publishing House, Mumbai, 2002
- ❖ Bhatt K.S., Production and Operation Management, Himalaya Publishing House, Mumbai, 2003

CCT-10206: COST AND MANAGEMENT ACCOUNTING

Objectives:

The objective of this course is to acquaint students with various concepts of costing and highlight the decision-making and control focus of managerial accounting. Simple to gradually difficult case situations are taken up to illustrate concepts to the students.

Course Content:

Unit - I

Nature and Scope of Cost and Managerial Accounting

Limitations of Financial Accounting – Cost Accounting: Meaning, Objectives, Functions, Advantages, and Installation of a Costing System. Managerial Accounting: Meaning, Scope, Importance Tools & techniques, Limitations.

Cost Concepts and Classification

Concept of Cost – Cost Centre and Cost Unit – Methods and techniques of Costing – Classification of Costs – Elements of Costs – Cost Control and Cost Reduction

Single or Output Costing

Cost Sheet and Production Statement – Treatment of Stocks – Preparation of Cost Sheet including Tender.

Unit - II

Activity Based Costing

Problems of Traditional Costing - ABC and Cost analysis Under ABC - Full Costs as the Product Costs under ABC - Benefits and Weakness of ABC - Factors Influencing Application of ABC - Installation of ABC - Activity Based Management

Job Costing

Meaning - Objectives – Procedure

Process Costing and Joint Products

Essential Characteristics of Process Costing – Process Costing and Job Costing Comparison – Process Losses – Work in Progress – Equivalent Production – Inter Process Profits – Joint Products & By Products

Unit - III

Marginal Costing and Cost Volume Profit Analysis

Meaning of Marginal Cost and Marginal Costing – Distinction between Absorption and Marginal Costing – CVP analysis and Break Even Analysis – Margin of Safety – Key Factors – Managerial Application of Marginal Costing – Advantages & Limitations

Unit - IV

Budgetary Control

Meaning of Budget and Budgetary Control – Objectives, advantages and limitations of budgetary control – Essentials of Effective budgeting – functional Budgets – Fixed and Flexible budget – Zero Base Budgeting – Performance Budgeting

Unit - V

Standard Costing and Variance Analysis

Meaning of Standard Cost and Costing – Application of Standard Costing – Advantages and Limitations of standard costing – Material, Labour and Overhead Variances

Text Books:

- ❖ Chauhan P.L., & Bhayani S.J., Managerial Accounting, Shanti Prakashan, Ahmedabad, 2007.
- ❖ Horngreen, Foster & Datar, Cost Accounting, Prentice Hall of India, New Delhi, 12th Edition.
- ❖ Hilton Roland W., G. Ramesh, & M. Jayadev, Managerial Accounting, Tata McGraw Hill Publishing Co., New Delhi, Seventh Edition

Reference Books:

- Shah Paresh, Management Accounting, Oxford University Press, New Delhi, 2009.
- Bruns William J., Financial Reporting and Management Accounting, Cengage Learning India Pvt. Ltd., Delhi, 1st Edition.
- Needles Belverd, Powers Marian & Crosson Susan, Accounting for Decision Making, Cengage Learning India Pvt. Ltd., Delhi, 1st Edition.
- Maheswari S.N., Cost and Management Accounting, Sultan Chand & Sons, New Delhi, 2006.
- Arora M.N., Cost and Management Accounting, Himalaya Publishing House, Mumbai, 2006.
- Banerjee Bhabatosh, Cost Accounting, Prentice-Hall of India, New Delhi, 2006.

SO-10207: RESEARCH METHODOLOGY

Objectives:

To equip the students with the basic understanding of the research methodology and to provide an insight into the application of modern analytical tools and techniques for the purpose of management decision making. The Course also helps to instill discrimination in using research appropriately and effectively.

Course Contents:

Unit I:

Research – an introductory approach:

Meaning and definition of research, Characteristics of research, motivating for research, approaches of research.

Research Methods and Techniques:

Case survey, survey, experimental, field investigation, evaluation, laboratory, business game, focus group discussion.

Unit II:

Formulation of research problem and proposal.

Reviewing the literature.

Research design:

- Definition, characteristics, components, types of research design: descriptive, diagnostic, exploratory and experimental.

Unit III:

Collection of data:

Primary and secondary data, methods of primary data collection, questionnaires, observations, interview, types of secondary data, advantages and disadvantages of secondary data.

Sampling:

Introduction, meaning and definition, characteristics, types of sampling: random, stratified random, systematic, cluster, multistage sampling, probability and non-probability sampling. Scaling technique.

Unit IV:

Process of data:

Editing, Coding, classifications and tabulation.

Analysis and interpretation of data and testing of hypothesis:

Hypothesis formulation, level of signification, degree of freedom, t-test, F-test, Chi-square test, ANOVA, Z-test

Unit V:

Use of computer in Research with SPSS.

Writing and presenting Research project report.

Text Book:

- ❖ Coper D.R. and Schindler P.S., Business Research Methods, Tata McGraw Hill, New Delhi, 2005.

Reference Books:

- ❖ C.R.Kotheri, Research Methodology, Methods & Techniques, Wishwa Prakashan, New Delhi.
- ❖ J.K.Sachdeva, Business Research Methodology, Himalaya Publishing House.
- ❖ David J. Luck and Ronald S.Rubin, Marketing Research, PHI Learning Private Limited, New Delhi, 2009.

SS-10208 CONTEMPORARY ISSUES IN MANAGEMENT – II

Objectives:

The objective of the course is to create awareness among the students towards the various contemporary issues in management and develop self learning skills.

Guidelines:

In the beginning of the semester various contemporary topics related to field of management will be announced in the class room.

Each student will be allotted one topic.

During semester all the students will collect material on the topic and prepare a write up under the guidance of faculty.

At the end of semester all the students will present the written report and panel of experts appointed by the university will evaluate them on the basis of write up, and viva voce.

This will be evaluated for 100 marks.

MBA SEMESTER – III (Effective From June – 2011)

CCT-10301: STRATEGIC MANAGEMENT

Objectives:

The objectives of this course are to develop a holistic perspective of enterprise, critical from point of view of the top executives.

Course Contents:

Unit: 1

- **Fundamentals of Strategic Management**

Introduction

Nature and values of Strategic Management- Strategic Management Process

Elements of Strategic Management

- What is Company Mission - Formulation of Mission - Board of Directors - Agency Theory - The Stakeholders Approach to Social Responsibility - A Continuum of Social Responsibility - Management Ethics

Unit: 2

- **Environmental Analyses**

- The External Environment

- Remote Environment - Internal Environment - Industry Environment - How Competitive Forces Shape Strategy - Industry Analysis and Competitive Analysis - Operating Environment - Emphasis on Environmental Factors

- The Internal Environment

- Resource-Based View of the Firm - Value Chain Analysis - SWOT Analysis - Internal Analysis: Making Meaningful Comparison

Unit: 3

- **Formulation of Long-term objectives and Grand Strategies**

- Long-term Objectives - Generic Strategies - The Value Disciplines - Grand Strategies

- The Global Environment: strategic considerations for Multinational Firms
Development of a Global Corporations – Globalization - Global Strategic Planning - Competitive Strategies for Firms in Foreign Markets

Unit: 4

- **Strategic Analyses and Choice**

Single or Dominant Product Business

- Evaluating and Choosing Business Strategies: Seeking Sustained Competitive Advantage - Selected Industry Environment and Business Strategy Choices - Dominant Product/ Service Business: Evaluating and Choosing to Diversify to Build Value

Multi-business Company

The Portfolio Approach – The Synergy Approach: Leveraging Capabilities and Core Competencies: The Corporate Parent Role

Unit: 5

- **Implementation of strategy and control**

Implementation of strategy through short-term objectives and Functional tactics

Evaluation and Control of Strategy

Need for Evaluation and Control- Control and evaluation Process- Motivation to Evaluate (Reward System)- Criteria for evaluation

Text Book:

- ❖ John A. Pearce II and Richard B. Robinson, Strategic Management, Tata McGraw Hill, New Delhi (latest Edition)

Reference Books:

- ❖ Kazmi Azhar, Business Policy and Strategic Management, Tata McGraw Hill, New Delhi, Second Edition
- ❖ Lawrence R. Jauch, Rajiv Gupta and William F. Glueck, Business Policy and Strategic Management, Frank Bros & Co., New Delhi, Seventh Edition

CCT-10302: MANAGEMENT CONTROL SYSTEMS

Objectives

The main objective of the course is to appraise the students the about the concept of management control system as well as its role in efficient management of public system organizations.

Course Contents:

Unit - I

- **The Nature of Management Control Systems**
 - Basic Concepts – Management Control System – Boundaries, Characteristics & Structural Foundation of Management Control System
- **Understanding Strategies**
 - Goals – The Concept of Strategy – Corporate Level Strategy – Business Unit Strategies

- **Behaviour in Organization**

- Goals of an Organization – Goal Congruence – Formal Control System - Organizational Structures - Controller and his functions – Business Unit Controller

Unit - II

- **Responsibility Centres**

- Concept – Nature – Expense Centres – Revenue Centres – Profit Centres – Measuring Profitability – Investment Centres – Evaluating the Economic Performance through EVA – ROI

- **Transfer Pricing**

- Concept – Objectives – Methods – Managerial Consideration in the Selection of Methods – Administration of Transfer Pricing Policy

Unit - III

- **Strategic Planning**

- Concept – Nature – Ongoing and Proposed New Programme Analysis - Process

- **Budget Preparation**

- Nature – Characteristics – Types – Preparation – Zero Base & Performance Budget - Budgetary Control: Concept – Prerequisites of Budgetary control system – Process

- **Analyzing Financial Performance Reports**

- Analysis of Variance – Variations in Practice – Limitations of Variance Analysis – Behavioral aspects of performance evaluation

- **Performance Measurement**

- Performance Measurement Systems – Balance Score Card – Interactive Control

Unit - IV

- **Management Compensation**

- Research Findings on Organizational Incentives – Characteristics of Incentive Compensation Plans – Incentives for Corporate Officers – Incentive for Business Unit Managers – Agency Theory

- **Control for Differentiated Strategies**

- Corporate Strategy – Business Unit Strategy - Top Management Style

Unit - V

- **Management Control in Service Organization**

- Concept – Professional Service Organization – Financial Service Organization – Health Care Organizations – Non Profit Organizations

- **Management Control in Multinational Organization**

- Cultural Difference – Transfer Pricing – Exchange Rates

Text Books:

Anthony & Govindrajana, Management Control System, Tata McGraw Hill Ltd., New Delhi, 2007, 12th Edition.

Sekhar R.C., Management Control Systems, Tata Mc Graw Hill Publishing Co., New Delhi, 2006.

Ghosh N., Management Control Systems, Prentice Hall of India, New Delhi,

Reference Books:

- ❖ Maciariello, J A and Kirby C J. Management Control System. Prentice Hall of India, New Delhi.
- ❖ Dutta M., Management Control System, Himalaya Publishing House, Mumbai
- ❖ Gupta C.B. & Srinivasan, Management Control System, Sultan Chand & Sons, New Delhi
- ❖ Sharma Subhash, Management Control System, Tata Mc Graw Hill Publishing Co., New Delhi
- ❖ Bhayani S.J., Cases in Finance and Control, Saurashtra University Publication, Rajkot, 2006.

ICT-10303: MANAGEMENT OF NEW AND SMALL ENTERPRISES

Objectives:

The purpose of this course is to generate a new breed of entrepreneurs on an ongoing basis. This course will create in them the necessary knowledge, attitudes, skills and competence to start and manage a new and small enterprise. It will also train them to be innovative in creating and managing business units started by them and manage change.

Course Contents:

Unit-I

- **Entrepreneur and Entrepreneurship**
Entrepreneurship: Small Scale Enterprises (SSE) - Entrepreneurial Competencies - Institutional Interface

Unit-II

Establishing Small Scale Enterprises

Opportunities Scanning—Choice of Enterprise - Market Assessment for SSE - Choice of Technology and Selection of Site

Unit-III

- **Small Scale Enterprises — Getting Organised**
- Financing the New/Small Enterprise
- Preparation of the Business Plan

- Ownership Structure and Organisation Framework

Unit-IV

Operating the Small Scale Enterprise

- Financial Management Issues in SSE
- Operations Management Issues in SSE
- Marketing Management Issues in SSE
- Organisational Relations in SSE

Unit-V

Performance Appraisal and Growth Strategies

Management Performance Assessment and Control

Strategies for Stabilisation and Growth

Managing Family Enterprises

Text Books:

Desai Vasant, Management of Small Scale Enterprise, Himalaya Publishing House, Mumbai

Robert Hisrich, Michael Peters , Entrepreneurship TMH, (Fifth Edition 2002);;

P. C. Jain, Handbook for Entrepreneurs, Oxford University Press, Latest Edition

Reference Books:

Desai Vasant, Small-Scale Industries and Entrepreneurship, Himalaya Publishing House, Mumbai

Gupta C.B. and Khanks S.S., Entrepreneurship and Small Business Management, Sultan Chand & Sons, New Delhi

David Holt , Entrepreneurship : New venture creation, Prentice Hall of India Pvt. Ltd. Latest Edition

Prasana Chandra, Project Management, TMH, New Delhi, Latest Edition

Amar V. Bhide, The Origin and Evaluation of new business, Oxford

Dollinger, Entrepreneurship Strategies and resources, Irwin

Bill Bolton and John , Entrepreneurs Talent Temperament Technique, Thompson-2nd Edition-Elsevier

DP-10304: SUMMER TRAINING PROJECT

At the end of second semester, all students will have to undergo summer training of 6 weeks with an industrial, business or service organization by taking up a project study.

The summer project will be evaluated at the end of the third semester by the examiners appointed by the university. This would be equivalent to the marks of the two papers

MARKETING AREA COURSES
ECT-10305: CONSUMER BEHAVIOUR

Objectives:

The basic objective of this course is to develop and understanding about the Decision-making process and its applications in marketing function of firms.

Course Contents:

Unit I:

Introduction to Consumer Behaviour :

Definition, Development, scope & necessity of CB studies .Relationship with the other fields.

Marketing Application of Consumer need Theories & Motivation :

Model of the motivation process, positive and negative motivation, dynamic nature of motivation, trio of needs.

Unit II:

Marketing Application of Personality Influence and self concept:

Meaning & Nature of personality, Marketing application of personality theory – Freudian theory, Non-Freudian theory, & Trait theory. Self – image – one or multiple selves, make up of the self – image, extended self, altering the self.

Consumer perception:

Dynamics of perception, consumer imagery, perceived risk & how to handle the risk.

Unit III:

Consumer Learning Theories and Marketing Application:

Marketing applications of Learning Theories (Behavioral Theories – Classical Conditioning & Instrumental Conditioning, Cognitive Learning Theory – Information Processing & Involvement Theory.

Consumer Attitudes and attitudinal change:

Definition, Marketing application of Structural Models, Theory of trying to Consume, Attitude toward the Ad Models), Strategies of Attitude Change.

Unit IV:

Marketing Applications of Reference group (RG),Social class, Family Decision Making and culture

Meaning & Power of RG, selected consumer related RG, Usage of RG appeals by the marketers. Social Class – Identification and CB application on various social classes.

Opinion leadership (OL) and diffusion of innovation:

Dynamics of OL Process, Need & Measurement of OL, Profile of opinion leader, OL and firm's marketing strategy, Diffusion of Innovation – Diffusion & Adoption Process, Profile of consumer innovator.

Unit V:

Consumer Decision making :

Meaning, Simple Model of Consumer Behaviour.

Models Of Organizational Buying Behaviour: Howard Sheth Integrative Model, Webster Model, Buying Centers and Multiple Buying Influences.

Text Book:

Schiffman and Kanuk, Consumer Behaviour, PHI, New Delhi, India.

Reference Books:

Blackwell, Miniard and Engel, Consumer Behavior, Cengage Learning India Private Limited, New Delhi, 2009

Michael R. Solomon, Consumer Behavior – buying, Having and Being, PHI Learning Private Limited, New Delhi, 2009.

ECT-10306 - SERVICES AND RELATIONSHIP MARKETING

Objective:

The basic purpose of this course is to provide knowledge of service marketing and its structure

Course Contents:

Unit I

- **An introduction to services marketing and strategy.**
 - Services defined - Importance of service marketing - Characteristics of services - Growth of service sector - Strategic planning process Market oriented service strategy.
 - Service marketing mix.
- **The service product.**
 - The basic service package - Customer value hierarchy - The service product mix - Service life cycle - Services quality - Determinants of service quality - Total quality service marketing - Service excellence

Unit II

- **Pricing and distribution of services.**
 - Pricing objectives - Approaches to pricing of services - Pricing strategies - Service transactions - Service location - Service providers - Distribution flow and distributors - Strategies for channel management
- **Communication mix for services.**
 - Objectives for service marketing communication - The marketing communication mix - Branding and communications - Marketing communications and the Internet.

Unit III

- **The service delivery process, demand and capacity management.**
 - Designing and managing the service processes - Balancing demand and capacity - The service environment - Dimensions of service environment.
- **Managing people for services.**

- Employee management - Service leadership and culture - Consumer protection in services.
- **Customer feedback and service recovery.**
 - Customer complaining behavior - Customer responses to effective service recovery - Service guarantees - Learning from customer feedback.

Unit IV

- **Organizing for service marketing.**
 - Synergy in service management - Creating a leading service organization.
- **Service marketing in various sectors.**
 - Service marketing in India an introduction - Marketing of banking and insurance services in India - Marketing of healthcare services in India - Marketing of hospitality services in India - Marketing of educational services in India - Marketing of transport services in India - Marketing of tourism services in India

Unit V

- **Relationship Marketing**
 - Overview and fundamental concepts in Relationship Marketing – customer acquisition and retention strategies – Customer Loyalty – CRM and Web-based Technologies

Text Book/s:

- ❖ K. Rama Mohana Rao, Services Marketing, 2005, Pearson Education, New Delhi
- ❖ Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee, Service Marketing, People, Technology, Strategy, 2006, Pearson Education, New Delhi

Reference Book/s:

- Valarie A. Zeithaml and Mary Jo Bitner, Services marketing, integrating customer focus across the firm, 2006, Tata McGraw Hill, New Delhi
- N. C. Jain and Saakshi, Services marketing, 2006, AITBS publishers, New Delhi
- S. Shajahan, Relationship Marketing, Tata McGraw Hill, New Delhi

FINANCE AREA COURSES

ECT-10307: FINANCIAL DECISION ANALYSIS AND CORPORATE RESTRUCTURING

Objectives:

The basic objective of this course is to impart an intensive knowledge about the use of Quantitative techniques in specified financial decision making areas and acquainted with corporate restructuring process.

Course Contents:

Unit - I

• **Financial Decision**

Capital Structure Decision and Dividend Decision.

Unit - II

Leasing, Hire-Purchase and Project Finance

Meaning – Types of Lease – Rationale for Leasing - Mechanics of Leasing – Operating Leases – Financial Lease in the Context of Capital Budgeting – Leasing as a Financing Decision – Hire Purchase Arrangement – Choice between Leasing and Hire- Purchase – Project Finance.

Venture Capital

Concept and Development in India – Process and Methods of Financing – Fiscal Incentives.

Unit-III

Corporate Restructuring – Concepts

Definition – Forms of Corporate Restructuring – Merger – Consolidation- Acquisition – Divestiture – Demerger – Carve-out – Joint Venture – Reduction of Capital – Buy-back of Securities- Delisting of Securities/Company

Unit -IV

Corporate Restructuring – Strategies and Tactics

Mergers and Acquisitions as a Growth Strategy – Ansoff's Product Market Matrix – Classes of Growth Opportunities and M&A
Mergers and Acquisitions Motives and Synergies – Friedrich Trautweins's Merger Motive Model – Monopoly Theory – Efficiency Theory – Valuation Theory – Raider Theory – Empire Building Theory
Takeover and Defence Tactics – Friendly versus Hostile Takeovers – Takeover Tactics- Successful Takeover Tactics in India – Defence Tactics
Intents of Target Companies

Unit – V

Corporate Restructuring – Accounting, Funding and Valuation

Accounting for Amalgamation – AS-14 – Classification of Accounting – Methods of Accounting – Accounting for Demerger
Funding of Acquisition – Methods of Effecting Payment of Consideration – Sources of Funds
Leveraged Buyout and Going Private – Management Buyout

Valuation of Target Companies – Concept of Value of a Company – Methods of Enterprise and Equity Valuation – Dividend Discount Model – Enterprise DEC Model

Text Books:

Pandy I.M., Financial Management – I. M. Pandey, Vikas Publishing House, New Delhi, 9th Edition

Godbole Prasad G., Mergers, Acquisitions and Corporate Restructuring, Vikas Publishing House, New Delhi, 2009

Reference Books:

❖ Chandra Prasanna, Financial management, Tata McGraw Hill Publication, New Delhi

❖ Maheshwari S.N., Management Accounting, Sultan Chand & Sons, New Delhi, 2002.

❖ Ravi Kishor, Financial Management, Taxmann Publication, New Delhi, 2002.

❖ Das & Basu, Corporate Restructing, Tata McGraw Hill Publication, New Delhi,

❖ Sudarsanam Sudi, Creating Value from Mergers and Acquisitions, Pearson Education, New Delhi, 2009.

❖ Weston J.F., Mitchell M.L., & Mulherin J.H., Takeovers, Restructuring, and Corporate Governance, Pearson Education, New Delhi, Fourth Edition

ECT-10308: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Objectives:

The objective of this course is to impart knowledge to students regarding the theory and practice of Security Analysis and Portfolio Management Decision Making Process.

Course Contents:

Unit-I

Investment:

Nature – Scope – Elements – Avenues – Approaches to Investment analysis – Concept of Risk and Return – Measurement, Financial Assets, Primary & Secondary Market -Primary Market: Role, Functions & Methods of Selling – Allotment Procedure – New Financial Instruments. Secondary Market, Role – Importance – Types of Brokers – Trading Mechanism – Listing of Securities in Stock Exchanges – Screen Based Trading – Depository – Role and Need – Functions.

Unit-II

Public Issue

SEBI Guidelines – Size of Issue – Pricing of Issue – Promoters Contribution – Appointment of Merchant Bankers – Underwriters – Broker – Registrar and Managers, Bankers and Allotment of Shares.

Unit-III

Valuation of Securities

Bonds – Debentures – Preference Shares and Equity Shares,

Unit-IV

Fundamental and Technical Analysis

Fundamental Economic – Industry and Company Analysis, Technical Analysis, Trends – Indicators – Indices and Moving Averages Applied in Technical Analyses.

Unit-V

Portfolio Management

Estimating rate of return and standard deviation portfolio – Effect of combining the securities – Markowitz Risk-return optimization – Single Index Model or Market Model – Portfolio Total risk – Portfolio Market risk and unique risk – Simple Sharpe's optimization solutions, Efficient Market Hypothesis, Capital Market Theory, Capital market line – Security Market line – Risk free lending and borrowings – Factors Models – Arbitrage pricing theory – Two factor and multi factor models – Principles of Arbitrage – Arbitrage Portfolios, Portfolio Performance Evaluation.

Text Book:

- ❖ Bhalla, V K. Investment Management: Security Analysis and Portfolio Management., 4th ed., New Delhi, S. Chand, 2008.
- ❖ M Ranganatham, R. Madhumathi, Investment Analysis and Portfolio Management' –, Pearson Education, New Delhi
- ❖ Avadhani V.A., Security Analysis & Portfolio Management, Himalaya Publishing House, Mumbai, 2008.

Reference Books:

- ❖ Chandra Prasanna, Investment Management, Tata McGraw Hill, New Delhi, 2008.
- ❖ Fischer, Donald E. and Jordan, Ronald J. Security Analysis and Portfolio Management. 6th ed., New Delhi, Prentice Hall of India, 2008.
- ❖ Investment Analysis and Portfolio Management, Reilly / Brown South Western Cengage Learning , third edition 2009
- ❖ Pandian P., Security Analysis and Portfolio Management, Vikas Publishing Pvt. Ltd., New Delhi, 2008

HUMAN RESOURCE AREA COURSES
ECT-10309:STRATEGIC HUMAN RESOURCE MANAGEMENT

Objective:

The objective of this paper is to develop a conceptual as well as a practical understanding of Strategic Human Resource System in an organization.

Course Contents:

Unit I

- Strategic Human Resource Management,
- Human Resource Environment,

Unit II

- Human Resource Evaluation,
- Strategic Human Resource Planning,

Unit III

- Methods of manpower search,
- Attracting and selecting Human Resources,

Unit IV

- An investment perspective of HRM ,
- Trends Affecting HRM,
- The evolving strategic role of HRM,

Unit V

- Designing and re-designing of work systems,
- Employment law, Staffing ,
- Training and Development,
- Performance Management and Feedback, Compensation, labour Relation, Employees Separation

Text Book/s:

- ❖ Jeffrey A. Mello “Strategic Human Resource Management” Thomson –South-Western Publication- 2004.
- ❖ Tanuja Agarwala “Strategic Human Resource Management” Oxford Publication-2007.

Reference Books:

- Tiwari T.D.and Chauhan P.L. “Framework of Human Resource Management and Industrial Relations- Shanti Prakashan, Delhi
- Belkaoui, A.R. and Belkaoui, J.M., Human Resource Valuation: A guide to strategies and Techniques, Greenwood Quorum Books, 1995.
- Dale B., Total Quality and Human Resources: An Executive Guide, Oxford, Blackwell, 1992.
- Greenhas J.H., Carrier Management, New York, Dryden 1987.

ECT-10310:HUMAN RESOURCE DEVELOPMENT

Objective:

The purpose of this paper is to provide an in-depth understanding of the role of training in the HRD, and to enable the course participants to manage the training system and processes

Course Contents:

Unit I

Evolution and Overview of HRD
Current Scenario of HRD

Unit II

HRD Functions
HRD climate
Human Capital Development

Unit III

QWL and Management of change
TQM and HRD strategies
HRD in strategic organizations

Unit IV

Human Resource Information System
Human Resource Accounting
HR Out-Sourcing
Designing Effective HRD Programme

Unit V

Training Need and Process
Performance Management and Coaching
Career Management and Development

Text Book/s:

Tiwari, T.D. "Human Resource Development a New Perspective" Shanti Prakashan- Delhi. 2003.

Reference Books:

Randy L. Desimone, Jon M.Werner,David M. Harris Thomson –South-Western Publication- 2003.
Beunet, Roger ed. Improving Training Effectiveness. Aldershot, Gower, 1998.
Buckley R & Caple, Jim. The Theory & Practice of Training. London, Kogan & Page, 1995.
Lynton, R Pareek, U. Training for Development. 2nd ed. New Delhi, Vistaar, 1990.
Pepper, Allan D. Managing the Training and Development Function. Aldershot, Gower, 1984

INFORMATION SYSTEM AREA COURSES

ECT-10311: DATABASE MANAGEMENT

Objective:

The students are to be provided basic understanding of the RDBMS & SQL and the skills to these in business organizations.

Course Contents:

Unit I

- **Database Management System**
 - History - Database and DBMS packages - Database System Architecture
 - Client Server architecture

Unit II

- **Database Models**
 - Hierarchical – Network – Relational - Codd's rules for Relational database
 - Object Relational database model
- **Database Modeling**
 - E-R Diagram – Normalization - 1st NF, 2nd NF, 3rd NF -example and exercise

Unit III

- **Transaction Management**
 - Transactions - Transaction recovery - Two phase commit -SQL facilities
- **Concurrency**
 - Introduction - Concurrency problems – Locking – Deadlock - SQL facilities
- **Constraints**
 - Introduction - Different types of Constraints

Unit IV

- **Database and DBA**
 - Objects in Database- Table, View, sequence, Procedure, synonym, constraints - Data Types - Data Dictionary- Schema, sub schema, Physical view - Database Administrator role - Back up, Recovery - User management
- **Structured Query Language**
 - Data Definition Language- Create, Alter, Drop commands - Data Manipulation Language- Insert, Update, Delete - Transaction Control Language- Commit, Rollback, Grant, Revoke - Query Language - Query from table, multiple table, sub query - Arithmetic and logical operators – Functions - Use of where, having, group by, order by clause

Unit V

- **Database Trends**

Distributed Database - Distributed Processing - Web enabled Database-

Data ware housing & Data Mining

Text Book/s:

- ❖ Database Systems- C.J.Date- Pearson Education

Reference Books:

- ❖ Kevin Loney and George Koch Oracle 8i- the complete reference- TMH
- ❖ Database system Concepts- Silberschatz- Korth- Sudarshan – McGrawHill
- ❖ Fundamentals of Database Systems- Navathe- Pearson Education

ECT-10312: TECHNOLOGY & BUSINESS

Objective:

To understand the use of technology to design and structure the organization and identifying information and use of technology for Business Initiatives

Course Contents:

Unit I

- **Business and Technology Overview**

Achieving Business Success through Information Technology, Managing Information for Business Initiatives, Enhancing Business Decisions, Collaborative Partnerships – overview

- **Computer Technology**

Categories of Computer – PDAs, Notebook, Tablet Pc, Desktop, etc, Application Software such as personal productivity, Vertical and Horizontal Market Software, Making business decisions regarding the same.

Unit II

- **IT Ethical and Legal Issues**

IT Roles and Responsibilities, the gap between Business Personnel and IT Personnel, Fundamental Support Structures- Ethics and Security - Ethics and Information, Ethical Computer Use Policy, Information Privacy Policy, Acceptable Use Policy, E-Mail Privacy Policy, Internet Use Policy, Monitoring Technologies, Employee Monitoring Policies

Unit III

- **Technology and Supply Chain Management**

Supply Chain Strategies, drivers, Facility Drivers, Inventory Drivers, Transportation Drivers, Information Drivers, Applying a Supply Chain Design, Future Trends Using Supply chain management to enhance decision making, Supply Chain management success factors

- **Customer Relationship Management**

The evolution of CRM, operational CRM, Marketing, Operational, Sales Customer service, Analytical CRM Current Trends: SRM, PRM AND ERM, Future Trends Growth of CRM, Using Analytical CRM to Enhance Decisions, Success Factors for CRM

- **Enterprise Resource Planning**

Core and Extended ERP component, ERP Benefits and Risks, the Future of ERP, Wireless Technology Ref: Plug-in B5 of the text book The connected corporation, integrating SCM, CRM and ERP Creating collaborative partnerships through E-Business,- E-business Models, Challenges of the E-Business Models, E-Marketplace, M-commerce, Revenue Models, Trends, E channels, E Government

Unit IV

- **Enhancing Collaborative Partnerships**

Content Management Systems, Workflow Management Systems, Groupware Systems, Peer to Peer Systems, Trends

- **Outsourcing Collaborative Partnerships**

Outsourcing- benefits, Developing Strategic Outsourcing Partnerships, off shoring-Leaders, the up and corners, the rookies, Challenges and Trends of Outsourcing, Multi-sourcing

Unit V

- **Emerging Trends and Technologies**

Reasons to Watch Trends, Impact of Technology on society, Pace of Technological Innovation, Technologies for Future, Digital Ink, Paper, Radio Frequency Identification, Tele-living, Alternative Energy Sources, Autonomic Computing Integration of technology

- **Object-Oriented Technologies**

Traditional Technology Approach and its problems, Object Oriented Technology Approach, Five primary concepts of Object Oriented Technologies – Information, Procedures, Classes, Objects, Messages Three Fundamental Principles of Object oriented technologies: Inheritance, Encapsulation, Polymorphism, Types of Object Oriented Technologies

Text book/s:

- ❖ Business Driven Technology – Haag /Baltzan /Philips – Tata McGraw Hill Publication

Reference Book/s:

- ❖ Management of Information Technology – Carroll W. Frenzel and John C. Frenzel, fourth Edition, Thomson Press
- ❖ E-business 2.0 Roadmap for Success by Dr. Ravi Kalakota, Marcia Robinson, Pearson Education
- ❖ E-commerce – A Managerial Perspective- P. T. Joseph, Prentice Hall India Publications

MBA SEMESTER – IV (Effective From December – 2011)

CCT-10401 INTERNATIONAL BUSINESS

Objective:

The objective of this paper is to provide an overview of the international business environment to the student of management.

Course Contents:

Unit-I

Nature of International Business

Why study international business?- Drives of international business - Comparison between domestic business and international business - Routs of Globalization - MNCs' critics and defenders - Evolution of International Business, Theories of Global Trade and Investment, Benefits of Foreign Trade - Foreign trade policies - Trade theories - Usefulness of Trade theories - Foreign Direct Investment - Indian experience

Unit-II

Environments

Political and Technological, Nature of International Business Environment - Political environment - Political risk - Impact for MNCs - Technological environment - Impact of Technology - Implication for MNSc, Cultural Environment, Nature of Culture - National Culture - Business Culture - Occupational and Organizational Culture - Culture vis-a vis Customs and Manners - Spreading cross cultural literacy - Managing Diversity - Value Orientations Model, Economic Environment, Income wise classification of Countries - Countries classified by economic systems - Classification of countries by region - Economy in transition; Indian and China - Trade policies

Unit-III

International Marketing

Benefits of International marketing - Domestic and International marketing Compared - Major activities in international Marketing, **Overview of International Human Resources Management**, Nature of international HRM - Domestic HRM and IHRM compared -Need for broader perspectives - Managing international HR activities - Key issues in international labour relations

Unit-IV

International Financial Management

Nature of IFM - Factors constraining MNCs' efforts to maximize returns - Foreign exchange market - Currency convertibility - International Monetary System- International financial markets - Balance of Payment - Scope of International financial management, International Accounting, National Differences in Accounting - Classification of Accounting - Harmonization of Differences - Indian Accounting and the World - Accounting for international business - Transactions for foreign currency

Unit-V

World Trade Organization

Objective of WTO - Functions of WTO - GATT and WTO - Principles of WTO - Key subjects in WTO -Implications for India -India's commitments to WTO.

Text Book:

- ❖ K Aswathappa, International Business, The Mc Graw hill Companies – 2008
- ❖ Chauhan P.L. and Kakkad R., International Business, Shanti Prakashan, Ahmedabad.
- ❖ Francis Cherunilam, International Business, PHI, New Delhi, 2008

Reference Books:

Sharan V, International Financial Management, PHI, 2004
Paul Justin, International Business, PHI, New Delhi.
Thakur, burton & Srivastava, International Management, TMGH – 2002
Charls W.L.Hill International Business, TMGH - 2008

ICT-10402: LEGAL ASPECTS OF BUSINESS (Half Credit Course)

Objective:

The objective of this business is to make the students aware of some legal aspects of business in relevant areas.

Course Content:

Unit - I

- **The Indian Contract Act, 1872**
 - Essentials of a Valid Contract - Void Agreements - Performance of Contracts. Breach of Contract and its Remedies - Quasi-Contracts

Unit - II

- **The Companies Act, 1956**
 - Nature and types of Companies. Formation - Memorandum and Articles of Association - Prospectus Allotment of Shares - Shares and Share Capital – Membership - Borrowing Powers - Management and Meetings - Accounts and Audit - Winding Up

Unit - III

- **Patents**
 - Functioning of the Patents Act – Procedure on Receipt of Application – Rights of Patentee – What Can be patented? – Compulsory Licensing

Unit - IV

- **Copyright Protection**
 - Organization of the Copyright Act – What Can be Copyrighted? – Who is the Owner of Copyright? – Territorial Limitations – Rights of Owner – Activities which are not Copyright Violations – Duration of

Copyright Protection – Broadcast Reproduction Rights – Copyright Information

Unit - IV

- **Information Technology Act**
 - Preliminary - Digital Signature – Electronic Governance – Certifying Authorities – Cyber Appellate Tribunal.

Text Book:

Pathak Akhileshwar, Legal Aspects of Business, Tata McGraw Hill Publishing Company Limited, New Delhi, 2005.

Reference Book:

K.R. Bulchandani, Business Law for Management, Himalaya Publishing House Pvt. Ltd, Bombay
Gulshan S.S, Mercantile Law , Excel Books, New Delhi
Kapoor N.D, Mercantile Law, Sultan Chand & Company, New Delhi.
Bare Acts where ever required.

DP-10403: COMPREHENSIVE PROJECT STUDY

The objective of this course is to prepare the student to conduct a research study of an Industry / Organization utilizing the tools and techniques learned in the two years of study. The focus of study could be in depth analysis of an industry or a diagnostic problem solving exercise of an organization. The student is expected to conduct a detailed survey of literature. In case of a status report of an industry, it is expected that the student collects all aspects related to a particular industry analyze data and present the findings.

- For the preparation of comprehensive project there is no need to take training in any organization. But if students wish to take training in industry they are free to take training.
- Students have to prepare his/her comprehensive project study in six week duration under the guidance of faculty member.
- Students can prepare his comprehensive project study by individual or in a pair of two students. If report is prepare in pair both of the students have to submit his/her reports individually.
- The final project will be evaluated at the end of the fourth semester by the examiners appointed by the university. This would be equivalent to the marks of the two papers

MARKETING AREA COURSES

ECT-10404: INTEGRATED MARKETIN COMMUNICATION

Objectives:

To acquaint the students with concepts and techniques used in designing marketing communication.

Course Content:

Unit I:

- **Introduction to Integrated Marketing Communication** – Advertising as a tool of communication and marketing, relationship of advertising with other tools of communication mix, Role of advertising in the marketing process, fundamentals of advertising
- Establishing objectives, understanding & evaluating DAGMAR Approach.

Unit II:

- **Establishing and allocating budgets:** overview of budget allocation techniques. Creating Advertising programme – message, Headlines, copy, logo, advertising appeals, layout.
- **Media:** Selection, Planning, scheduling & strategy (Media includes Broadcast, Print, Outdoor, Transit & Others).

Unit III:

- **Measuring the Effectiveness of Advertising Programme:** Arguments for & against measuring. Conducting research to measure – what to test (source factors, message variables, media strategies, budgeting decisions), how to test (PACT principles), Testing Process.
- **Advertising Organization:** Internal Advertising Department v/s. and ad Agency, selection, compensation and appraisal of an ad agency. Strategies for international advertising.

Unit IV:

- Corporate Image and Brand Management, Component and Role of Corporate Image, Developing a strong Brand Name, Brand Equity- Cost based, Priced based and Consumer based, Brand Positioning – A primer, Repositioning, Increasing Relevance to consumer.

Unit V:

- **Trade Promotions-** Definition, Nature, Types – Trade Allowances, Trade Contests, Trade Incentives, Training Programs, Vendor Support Programs, and Trade Shows, Specialty Advertising, Point of Purchase Advertising.
- **Consumer Promotions-** Coupons, Premiums, Contests and Sweepstakes, Refunds and Rebate, Sampling, Bonus Pack, Price Offs, Other Issues in Promotion Programs.
- **Customer Relationship Management and Internet Marketing**

Text Book:

- ❖ George Belch & Michael Belch, Advertising & Promotion, Tata McGraw Hill publishers, New Delhi.
- ❖ Kenneth E. Clow and Donald Baack, Integrated Advertising, Promotion, and Marketing Communications, PHI Private Limited New Delhi.

Reference Books:

- ❖ Batra, Myers & Aaker, Advertising management.
- ❖ David Jobber and Geoff Lancaster, Selling and Sales Management, 4th edition, 1997, Pitman publishing, London.
- ❖ Chunawalla & Sethia, Foundations of advertising theory & practice, Himalaya Publication House, New Delhi.
- ❖ Marla R. Stafford and Ronald J. Faber, Advertising, Promotion, and New Media, PHI Private Limited, New Delhi.
- ❖ William Wells, John Burnett and Sandra Moriarty, Advertising Principles and Practice, Prentice Hall, Englewood cliffs, New Jersey.
- ❖ Y L R Moorthy, Brand Management, Vikas Publishing House Private Limited.

ECT-10405: RETAILING MANAGEMENT – (Seminar Course)

Objective:

The purpose of this course is to provide knowledge of retail management and its structure

Course Contents:

Unit I

An introduction to retailing

Advent of retailing - Functions of retailing - Reasons for studying retailing - Special characteristics of retailing - Types of retailers worldwide - Influence on retail - Technology in retail

Building and sustaining relationships in retailing

Value and the Value Chain - Retailer relationships – customer and channel relationships – Ethical Performance and Relationships in retailing

Unit II

Strategic planning in retailing

Situation analysis – Objectives - Factors to be considered in retail planning - Identification of consumer characteristics and needs - Overall strategy and Specific Activities

Human Resources and Administration

Manpower planning - Organization structure - Policy and procedures - Staff recruitment and training - Compensation packaging - Performance appraisal - Facilities and administration

Unit III

Retail Marketing and Advertising Strategy

Establishing the marketing strategy - Pricing and profitability - Promoting the merchandise - Advertising plans and implementation

Retail Operations

Controlling store operations - Store layout and visual merchandising -
Customer services - Retail selling

Unit IV

Information gathering and processing in Retailing

Information flows in a retail distribution channel - The retail information system - The marketing research process in retailing

Establishing and Maintaining a Retail Image

The significance of retail image – Atmosphere - Encouraging customers to spend more time in shopping

Accounting and control

Basic structure and financial accounting - Evaluating financial performance - Auditing and control

Unit V

Retailing in India

The present Indian retail scenario - Factors affecting retailing in India - Region wise analysis of Indian retailing - Retailing opportunities in India - Creating a forum for interaction

Text Book/s:

- Barry Bermans and Joel R. Evans, Retail management – A Strategic Approach (2004), 9th edition, Prentice hall of India, New Delhi
- J. Lamba, The art of retailing, (2003), Tata mcgraw hill publishing company limited, New Delhi

Reference Book/s:

- ❖ Pradhan Swapna, Ratailing management, 2nd edition, Tata McGraw hill publishing company limited, New Delhi
- ❖ Joel R. Evans, Retail management – A Strategic Approach, 10th edition, Prentice hall of India, New Delhi

FINANCE AREA COURSES

ECT-10406: INDIAN FINANCIAL SYSTEM

Objectives:

The main objectives of this course are to help to learn the various financial services and their role in the overall financial system.

Course Contents:

Unit-I

Financial System – An Introduction

Introduction – Components – Functions – Designs – Nature and Role of Financial Institutions and Financial Markets

The Financial Systems and the Economy

- Macro Economic Framework Analysis for Exploring the Role of the Financial System in the Economy – National Income Accounts Flow of Funds Accounts – Trends in Saving and Investments – Relationship between Financial System and Economic Growth
- Indian Financial Systems in the Pre-reforms Period – Objectives of Financial System Reforms

Unit-II

Money Market

Introduction – Treasury Bills: Types – Commercial Paper – Commercial Bills – Certificate of Deposits – Call/Notice Money Market - Money Market Intermediaries – Money Market Mutual Funds – Link Between Money Market and Monetary Policy in India – Tools for Managing Liquidity in the Money Market

Debt Market

Introduction – Private Corporate Debt Market – Public Sector Undertaking Bond Market – Government Securities Market – Guidelines Relating to Diversification of Activities by PDs

Derivatives Market

Introduction – Benefits – History – Types of Financial Derivatives – Features of Derivatives Market – Traders in Derivatives Market - Derivatives Market in India – Forward and Futures – Futures Trading Strategies – Options – Options Trading Strategies – Derivatives Trading in India.

New Financial Instruments

Unit-III

Banking and Non-Banking Institutions

Banking Institutions – Development of Banking in India – Schedule Commercial Banks – Regional Commercial Banks - Reforms in Banking Sector – Priority Sector Lending – Risk Management in Indian Banks – Investment in SLR Securities- Financial Performance of Schedule Commercial Banks – Cooperative Banks – Financial Inclusion - Non-Banking Financial Companies

Management of Non-performing Assets by Banks – Tools Available to Banks to Manage their NPAs

Unit-IV

Mutual Funds

Introduction – History – Types of Schemes – Risks in Mutual Funds – NAV - Organization – Association of Mutual Funds in India – Role of Intermediaries in the Indian Mutual Fund Industry Unit Trust of India – Growth and Performance of Mutual Funds in India

Insurance

Introduction – Origin and Development – Opening up of Insurance Sector – IRDA – Health Insurance – Insurance Intermediaries – Risk Management – General Insurance – Reinsurance – Micro Insurance - GIC & LIC

Unit-V

Factoring and Forfeiting

History – Types – Mechanism - Legal Aspects – Advantages & Limitations

Credit Rating

Concept – Factors Affecting Assigned Rating - International Credit Rating Agencies - Credit Rating in India – Functions – Benefits and Disadvantages of Credit Rating – Types of Rating - Credit Rating Agencies in India – CRISIL – ICRA – CARE – ONICR

Financial Regulations

SEBI: Power & Functions of SEBI, Achievement of SEBI.

RBI: Objectives, Origin of RBI, Legal Framework, Functions &

Text Books:

Pathak Bharati, Indian Financial System, Pearson Education, New Delhi, Second Edition

Sasidharan K. and Mathews Alex, Financial Services and System, Tata McGraw Hill Publishing Company, 2008.

Reference Books:

Gurusamy S., Financial Services and System, Vijay Nicole Imprints Pvt. Ltd., Chennai, 2008.

Machiraju H.R., Indian Financial System, Vikash Publishing House Pvt. Ltd., New Delhi, 2008

Khan M.Y., Indian Financial System, Tata McGraw Hill, New Delhi, 2008

Deodhar & Abhyankar, Indian Financial System, Himalaya Publishing House, Mumbai, 2008.

ECT-10407: FINANCIAL STATEMENT ANALYSIS AND VALUATION – (Seminar Course)

Objectives:

The objective of this course is to provide in depth knowledge about the analysis of financial statements of corporate and develop analytical skill among the students.

Course Contents:

Unit-I

Overview of Financial Statement Analysis

Meaning – Objectives – Types of Financial Statements – Importance – Limitations - Tools of Financial Statement Analysis

Unit-II

Profitability Analysis

Concept – Analysis from the View Point of Financial Management – Analysis from the View Point of Shareholders'

Working Capital Analysis

Concept – Importance – Requirements of Working Capital – Working Capital Trend Analysis – Efficiency Analysis – Analysis of Liquidity Position

Activity Analysis

Meaning – Growth of Activity – Activity Analysis in Relation to Total Resources – Analysis of Components of Costs

Financial Structure Analysis

Concept – Assets Structure and Capital Structure – Analysis of Long Term and Short term Funds – Ratio Analysis of Financial Structure

Unit-III

Shareholder's Value Creation Analysis and Balanced Score Card Analysis

Concept – Characteristics – Calculation EVA & MVA – Problems with EVA & MVA

Meaning of BSC – Characteristics – Perspective of BSC and Strategy.

Unit-IV

Corporate Valuation

Adjusted Book Value Approach – Stock and Debt Approach – Direct Comparison Approach – Discounted Cash Flow Approach – Cash Flow Forecast During the Explicit Forecast Period – Cost of Capital – Continuing Value – Firm value – DCF Approach: 2-Stage and 3-Stage Growth Models – Guidelines for Corporate valuation – Inflation and Assets Revaluation.

Unit-V

Analyzing Financial Performance of Banks

Reading and Analysis of Banks Financial Statements through CAMEL Model.

Text Books:

- ❖ Chauhan P.L. and Patidar Vishal, Financial Statement Analysis, Shanti Prakashan, Ahmedabad
- ❖ Sinha Gokul, Financial Statement Analysis, Prentice Hall of India, New Delhi, 2009.
- ❖ Gibson Charles H., Analysis of Financial Statements, Cengage Learning, New Delhi, 2009.

Reference Books:

- Bhayani S.J., Financial Analysis and Valuation, Saurashtra University, Rajkot, 2007.
- Penman Stephen H., Financial Statement Analysis and Security Valuation, Tata McGraw Hill Publishing Co., New Delhi, Third Edition.
- Foster G.A., Financial Statement Analysis, Pearson Education, New Delhi
- Chandra Prasanna, Financial Management, Tata Mc Graw Hill, New Delhi.
- Pandy I.M., Financial Management – I. M. Pandey, Vikas Publishing House, New Delhi, 9th Edition

HUMAN RESOURCE AREA COURSES

ECT-10408: INTERNATIONAL HUMAN RESOURCES MANAGEMENT

Objective:

The purpose of this paper is to provide an understanding of the ways to deal with international human resource

Course Contents:

Unit I

Introduction & Overview - Approaches to IHRM - Differences between Domestic & IHRM

The Organizational Context - IHRM Approaches - Path to Global Status - Mode of Operation

Unit II

International Recruitment & Selection - Staffing Policies - Issues in Staff Selection

Unit III

Performance Management - Factors Associated with Individual - Performance & Appraisal - Criteria for Appraising International Employees

Compensation - Objectives & Approaches to International Compensation

Unit IV

Training & Development - Expatriate Training - Developing International Staff

Repatriation - The Repatriation Process

Unit V

Labour Relations, International Labour Organization

Issues, Challenges & Theoretical Developments in IHRM

Text book/s:

- ❖ International Human Resource Management: Managing people in multinational context, Peter J. Dowling, Denise E. Welch, Randall Schuler, Southwestern Thomson Learning
- ❖ International Human Resource Management a Cross-Cultural approach, Terence Jackson, Sage Publication

Reference Book/s:

Industrial Relations, Trade Unions & Labour Legislations by Sinha, Sinha & Shekhar
Global Human Growth Model, M.N Rudrabasavaraj, Himalaya Publishing House

ECT-10409 - MANAGEMENT OF INDUSTRIAL RELATIONS

Objective:

To help students understand the legal implications in Human Resource Management and handle industrial relations

Course Contents:

Unit I

- **Industrial Relations**
Meaning, Definitions, Characteristics, Factors Affecting IR, Approaches to IR, Participation in IR, Objectives of IR and Human Relations, IR and Productivity, Various Dimensions of IR

Unit II

- **Industrial Disputes Act, 1947**
Bombay Industrial Relations Act (In Brief)
Introduction, Objectives, Definitions, Authorities under ID Act – Works Committee, Conciliation officer, Court of Enquiry, Labor Court, Industrial Court, National Tribunal. Arbitration, Strikes, Layoffs, Retrenchment and Provisions, Types of Unions as per BIR Act
- **Industrial Employment Standing Order Act, 1946**
Introduction, Objects, Definitions, Submission of draft of standing orders, prerequisites for certification of standing orders, Model Standing Orders, Procedure for approval of Standing orders, Appeal, Modification of Standing Orders, Certifying Officer, Appointment power and duties, Power to make rules

Unit III

- **Trade Unions - Trade Union Act, 1926**
Introduction, meaning, definitions, nature of trade unions, reasons for joining trade unions, objectives, trade union movement in India, problems of trade union, suggestions, National Commission on 2nd Labour for Strengthening trade unions. Objects, definitions, appointment of registrar, Registration and Cancellation of registration, appeal, rights and Privileges of a registered TU, duties and liabilities, amalgamation of TUs, Dissolution of unions, power to make regulation
- **Factories Act, 1948**
Objects, definitions, Provisions regarding Health, safety, Welfare of workers, restriction on employment of women and Children, holidays, leave, over time
- **Mines Act**
Shops and Establishment Act, 1948

Provisions regarding health, Safety, Welfare, Working conditions, Leaves, Holidays etc Objects, definitions, Authorities, Registration etc

- **Contract labour Act, 1970**

Application, Establishments, definitions, jurisdiction of government, Central and State advisory boards, registration of establishment, prohibition of contract labour, licensing of contractor, welfare provisions, liabilities of the Principle employer. Inspecting Staff

Unit IV

- **Collective Bargaining**

Introduction, Definitions, Characteristics, Process of CB, Pre-requisites of a Successful CB, Functions of CB, Factors Obstructing CB, CB in India, Assessment of CB in India, Suggestions for better functioning of CB

- **Workers' Participation In Management**

Statutory and Non Statutory Forms of WPM- Concept, evolution of WPM, Objectives, Forms and level of WPM, Sachar Committee and Verma Committee on WPM, Forms of WPM in India, Evaluation of WPM in India, Necessary conditions for effective working of WPM

Unit V

- **Discipline**

Meaning and definitions, Characteristics, Objectives of discipline, types of discipline, principles, procedure for disciplinary action, punishment intervention by a tribunal, code of discipline in India

- **Grievance Handling**

Grievance Handling: Meaning, definitions, Causes, Importance of grievance handling, Grievance handling procedure, responsibility

Text Book/s:

Dynamics of Industrial Relations - C.B. Mamoria, 15th edition, Himalaya house of labour laws, New Delhi

Industrial Labour Laws - N.D. Kapoor Sultan Chand & Co, New Delhi

Taxman's Law, Taxmann Allied Services (P) Ltd., New Delhi

Reference Book/s:

- ❖ Industrial Relations & Labour Laws, S.C. Srivastava, Vikas Publications
- ❖ HRM and Industrial Relations, Subba Rao, Latest Publishing House

INFORMATION SYSTEM AREA COURSES

ECT-10410:- STRATEGIC INFORMATION TECHNOLOGY MANAGEMENT

Objective:

This course is aimed at developing an understanding of Use of Information Technology as a strategic tool for business management. The course focuses on development of Information Technology Leadership.

Course Contents:

Unit I

Strategic Role of Information System

Information System as a strategy- Competitive advantage with IS - Value addition through IS - Overview of Business Process Re-engineering

Unit II

Analytical framework for strategic IT initiative

Strategy and new economics of Information - Information resource and attention - Beyond knowledge management - Mobilizing collective Intelligence

- **Strategic competitive advantage by IT**

- Value additions with IT - Strategic dimensions of IT outsourcing - Business platforms for 21st century

Unit III

- **Information System planning techniques**

- Critical success factors - Business System Planning - End/Means Analysis - Comparison of three techniques

Unit IV

Knowledge Management

Introduction to knowledge management - Drivers for KM - From Information to Knowledge - Knowledge Management and Intelligence System

Unit V

Recent Trends in IT

Convergence technology - Business Process outsourcing and Knowledge process outsourcing

Text Book/s:

Galliers, R D strategic Information Management: Challenges and strategies – Management Information Systems, Oxford Butterworth – Hememann, 1994

Reference Books:

Mastering Information Management – FT prentice Hall – Pearson education
McKenney, James L. Waves of change: Business Evolution through Information Technology, Boston, HBS Press, 1995

ECT-10411: BUSINESS PROCESS RE-ENGINEERING (Seminar Course)

Objective:

To understand the objectives and need of reengineering the business processes and positive outcomes of it

Course Contents:

Unit I

- **Introduction and Overview - The what and why of business process reengineering (BPR)**

Maximizing competitive advantage through radical redesign-The need for reengineering-Determining what reengineering is, and is not-Focusing on the business process-Achieving cost reduction and revenue generation goals

- **Applying the proven CLAMBRE/UML framework for reengineering**

Modeling standards: UML and BPMN-Customers vs. stakeholders-Identifying activities and information structure-Creative right-brain thinking

Unit II

- **Targeting the Customer - Exploring the customer interface**

Expanding customer roles with aggregation-Refining customer types using generalization-Establishing an accurate customer profile

- **Documenting customer values and needs**

Service provision vs. product supply-Evaluating customer satisfaction: quality, flexibility, speed, cost, service-Categorizing customer relationships using the PRIDE checklist-Applying QFD to link customer requirements with supplied components

Unit III

- **Modeling the Business Process - Pinpointing processes for reengineering**

Uncovering core business processes-Choosing suitable metrics to assess process performance-Detecting business process anti patterns-Presenting findings to senior management

- **Describing worker roles and responsibilities using UML techniques**

Identifying anomalies in worker roles using cross-reference matrices-Mapping a business process using activity diagrams-Partitioning activities between roles

- **Analyzing the Business Process - Detailing business processes**

Selecting appropriate UML tools-Scoping the process with UML use case diagrams-Pinpointing key business actors-Modeling alternative workflows-Capturing ineffective business activities

Unit IV

- **Exploring the business structure**

Revisiting organization infrastructure-Mapping information using class diagrams-UML business stereotypes-Designating process architecture with communication diagrams-Removing restrictive structures

- **Maximizing the benefits of information technology**

Web-enabled technology-Interaction through social spaces-Designing future-proof business systems-Business intelligence solutions-E-commerce: B2B and B2C

Unit V

- **Redesigning the Business Process - Redefining customer-process boundaries**

Adapting the business process to benefit specific customer types-Integrating and capitalizing on technology opportunities-Personalizing the process-Meeting and exceeding customer expectations

- **Creating the new process using best business practice**

Incorporating business patterns-Resolving process anomalies-Comparing strategic alternatives-Ensuring durable, reliable information management

- **Rolling Out the Reengineered Process**

Reeducating the workforce-Linking metrics with customer satisfaction-Supporting ongoing process improvement-Monitoring and measuring results-Demonstrating success

Text book/s:

- ❖ Radhakrishnan, R., Balasubramanian, S, Business Process Reengineering: Text and Cases , PHI Publication