

MBA III

Semester

Syllabus

Subject Name	L	T	P	Credit
MGT220 - Strategic Management	3	0	0	3

Objectives:

In this course, the students are to be acquainted with the basic concept of strategic management.

The course aims at imparting knowledge of formulation, implementation and evaluation of Business Policy and Strategies.

The emphasis will be on the strategic management significance in real business.

Unit 1:

Introduction: Business Policy, Corporate Strategy, Basic concept of Strategic Management, Mission, Vision, Objectives. Basic Model of Strategic Management, Strategic Decision Making.

Unit 2:

Environmental Scanning: Industry Analysis, Competitive Intelligence, ETOP Study, OCP, SAP Scanning. Impact of Internet and E-Commerce, Globalization, Role of Strategic Management in Marketing, Finance and HR.

Unit 3:

Corporate Analysis: Value-chain approach, Strategic Budget & Audit. SWOT Analysis, TOWS Matrix, Various corporate strategies: Growth/Expansion, Diversification, Stability, Retrenchment & Combination strategy.

Unit 4:

Process of Strategic Planning: Stages of corporate development, Corporate Restructuring, Mergers & Acquisitions, Strategic Alliances, Portfolio Analysis, Corporate Parenting, Functional Strategy, BCG Model, GE 9 Cell, Porters Model: 5-Force & Porters Diamond Model, Strategic Choice.

Unit 5:

Strategic Implementation & Evaluation: Strategic Implementation through structure, through HRM: through values & ethics. Mc Kinsey's 7 S Model, Organization Life Cycle, Management and Control, Activity based costing, Strategic Information System.

Outcomes:

To empower students as leaders who can create innovative strategies and execute them in the market.

To develop each student's strategic thinking.

To understand the concept of corporate strategy & examine the reasons for developing strategies and apply SWOT analysis

Text books:

1. Strategic Management -Neil Ritson
2. Strategic Management and Business Policy -Azhar Kazmi

Reference books:

1. Business policy and strategic management-Jauch &Glueek

Subject Name	L	T	P	Credit
MGT230 - Project Management	3	0	0	3

Objectives:

To acquaint the students with the methods of project management and to develop skills on project planning, analysis implementation and control.

To develop project plans including schedules and budgets using project management software

How to make optimum allocation of time and resources to each activity of project

Unit-1

Concept of Project: Basic concepts, classification, characteristics of project, Project life cycle, Project management, Tools & Techniques of project management project organization.

Unit 2:

Project Identification: Identification, generation of ideas, SWOT analysis, Preliminary Screening, Project rating index; Market & Demand Analysis: Collection of data, market survey, market planning, market environment, project risk analysis, demand forecasting techniques.

Unit 3:

Financial Analysis: Characteristics of financial statement, Working capital, Project income statement, Projected Cash flow statement, projected balance sheet, projected profitability; Financial Estimation: Project cost, sources of finance, cost of production.

Unit 4:

Technical Analysis: Selection of technology, material input & utilities, plant capacity, location & site, machinery & equipment, structures & civil work, environmental aspects, project charts and layouts; Investment Evaluation: Investment decision rule, techniques of evaluation, payback period, accounting rate of return, profitability index method, Net profitability index, Internal Rate of return, discounted payback period.

Unit 5:

Project Implementation & Monitoring: Schedule of project implementation, Project planning, project control. Network Analysis: Construction of Networks, CPM, various types of floats & their application, PERT & its applications; Human Aspects of Project Management: Project manager's skills and functions, team building, high performance team, Concept of social cost benefit, significance of SCBA, approach to SCBA, UNIDO approach, shadow pricing of resource, the little miracle approach

Outcomes:

Manage complex & sophisticated project efficiently and effectively.

Describe a project life cycle, and skillfully map every stage in the cycle.

Identify the resources needed for all the stages, including stakeholders involved, tools and supplementary material.

Describe the time needed to successfully complete a project, considering factors such as task dependencies and task lengths.

Text books:

1. Chandra, P. Projects, Tata McGraw-Hill Education,
2. Levy, F. K. and Wiest, J. D.A -Management Guide to PERT/CPM

Reference books:

1. Lewis, R.- Project Management, McGraw-Hill,
2. Phillips, J. PMP -Project Management Professional Study Guide

Subject Name	L	T	P	Credit
MGT241 - Financial Institution and Services	3	1	0	4

Objectives:

To provides adequate information about the roles of intermediaries and its regulating bodies.

To impart knowledge of the financial system of India, the role of important financial institutions, financial markets and financial instruments

To provides an introduction to the management of financial services.

Describe the dimensions of performance and risk relevant to financial firms.

Describe the general structure of various financial markets and various services provided in those markets.

Unit-1

Indian Financial System and Markets, Overview of Financial Services, Major Regulatory Bodies - RBI, SEBI etc. Risk Management in Financial Services, Recent trends in Finance Sector.

Unit 2:

Merchant Banking Services: Merchant banking services, Underwriting, Book building, Factoring, Forfeiting, Discounting and Rediscounting Of Bills, Consumer Credit and Plastic Money – concept, working and uses of each. Credit Rating agencies.

Unit 3:

Securitisation: Concept, Nature, Scope and their implications. Securitization of Auto loans and Housing loans, Securitisation in India. DFIs in India - IDBI, ICICI, IFCI, NABARD, RRBs, State Level Institutions ; NBFCs.

Unit 4:

Leasing and Hire Purchase: Industry. Size and scope. Parties involved, Evaluation of Lease transaction, Types of lease and their implications, Hire purchase and lease - differences and implications for the business.

Unit 5:

Concept, Types, Significance of Mutual Funds, NAV, Evolution & Growth of Mutual Funds, Role of Registrar, Underwriter according to SEBI guidelines.

Outcomes:

To acquire the skills necessary to manage a financial firm, financial market and market participants.

To how the financial services component industries (insurance, banking, securities, real estate and financial planning) interact.

The student will able to know about the functioning and working of various financial institutions in India thus in turn connecting it to the working of Indian economy.

Text books:

1. Bharti V. Pathak, -The Indian Financial System, Pearson Education
2. M.Y Khan –Indian Financial System, McGraw-Hill Education

Reference books:

1. Bhole,L M -Financial Institutions and Markets, McGraw-Hill Education
2. E. G. Benton- Financial Intermediaries An Introduction
3. R. D. Edminister, Financial Institution – Market and Management

Subject Name	L	T	P	Credit
MGT242 - Banking and Insurance Management	3	1	0	4

Objectives:

To disseminate knowledge among the students inculcate in them their theoretical structures about banking and insurance.

To provide adequate basic understanding about Banking, Insurance & other financial services to the students and to give an adequate exposure to operational environment in the field of Banking, Insurance & other related financial services.

To give practical exposure of E- banking, M- Banking

To understand the role of RBI and IRDA in regulating Banking and Insurance sector in India.

Unit-1

Introduction to Banking Industry: Banking Structure in India- RBI, Commercial, Rural and Cooperative banks their role and significance, Capital Adequacy norms for banks, SLR, CRR, CAR. Analyzing Bank Performance: Commercial banks Balance Sheet and Income Statement, Relationship between B/S and Income Statement,

Unit 2:

Reforms in Banking sector: E- Banking – Meaning, techniques, and security aspect of E- banking, Mobile banking, Universal banking, opportunities and challenges in India.

Unit 3:

Overview of Insurance Industry: Life Insurance: Principles, Products Term Insurance Endowment, Insurance, Pensions, Annuities, Claim Management, Analysis of Balance Sheet of Life Insurance Co. General Insurance: Principles, Products Fire, Marine, Motor Vehicles, Public Liability, Third Party Insurance, Miscellaneous- Mediclaim and Health Policies, Group Insurance, Burglary Insurance, Analysis of Balance Sheet of a General Insurance Company.

Unit 4:

IRDA: Functions and Importance, Recent Developments in Insurance. Premium Payment Lapse and Revival, Premium Calculations, Concept of Mortality Tables, Assignment, Nomination, Loans, Surrenders, Foreclosure, Reinsurance, Underwriting.

Unit 5:

Introduction to Risk & Insurance: Defining Risk, Nature and Types of risk, Risk Management Process, Risk and its relation with Insurance., Concept and significance of Insurance, Classification of Insurance – Life and Non life, General Principles of Insurance, Insurance Application and Acceptance Procedure, Insurance Terminology

Outcomes:

The students are expected to develop a clear understanding and knowledge about the functioning of a Banking and Insurance Companies.

Able to Work in Banking and Insurance Sector

Able to operate NEFT, RTGS, IMPS and other E- banking Services

Able to make compliances with RBI and IRDA.

Text books:

1. Chabbra.T.N.; Banking, Theory & Practice; Dhanpat Rai & Co
2. Shelagh Heffernan Modern Banking in Theory and Practice John Wiley & Sons.

Reference books:



1. Management of banking and Financial Services, by Padmalatha Suresh & Justin Paul, Pearson India Ltd, New Delhi.
2. Varshney and Malhotra , "Principles of Banking", Sultan Chand & Sons

Subject Name	L	T	P	Credit
MGT243 - Human Resource Development	3	1	0	4

Objectives:

Students will develop an understanding of human resource development as a field of professional practice in organizations (including its relationship to closely related fields of practice such as human resource management and organizational development)

Students will become familiar with differing, and often conflicting, perspectives on human resource development and the implications of these perspectives for how HRD is practiced in organizations

Students will develop an understanding of the potential for and inhibitors to forging a link between HRD practice and organizational strategy

Students will learn different methods through which organizations are seeking to meet their HRD related needs

Unit 1:

Philosophy and Goals of HRD: An Overview of Sub-systems (Process mechanisms) of HRD. Inter-linkage of Various Sub-systems of HRD. Role of HRD Managers, Line Managers and Top Executives in the Process of HRD.

Unit 2:

Personality : Meaning & Concept, Personality Patterns, Symbols of Self. Personality & Personal Effectiveness: Big Five Theories, Johari – Window Model, Personal Effectiveness.

Unit 3:

Leadership: Meaning, Concepts and Myths about Leadership, Components of Leadership. Leadership Skills, Team Building for Work Teams, Building High Performance Teams.

Unit 4:

Negotiation: Nature, Characteristics, Strategy and Tactics of Distributive Bargaining, Strategy and Tactics of Integrative Negotiation; Strategy and Planning for Negotiation.

Unit 5:

Employee Empowerment: Meaning, Process and Ways & Strategies. Career Planning & Development: Meaning, Process and Ways & Strategies. Ingredients of Quality of Work Life. Ways and Strategies to Enhance the Level of QWL. Organizational Learning.

Outcomes:

Differentiate between human resource development and other human resource management functions.

Critically analyse significant concepts and theories underpinning strategic Human Resource Development.

Identify issues that should be considered during the design, delivery, implementation and evaluation of HRD programs.

Explain the strategic importance of Human Resource Development and its contribution to organisational effectiveness, productivity and quality of work-life.

Analyse and evaluate contemporary HRD policies and practices.

Work collaboratively in teams

Text books:

1. Werner J. M., DeSimone, R.L., Human resource development, South Western.
2. Nadler, L., Corporate human resources development, Van Nostrand Reinhold.
3. Mankin, D., Human resource development, Oxford University Press India.

Reference books:

1. Haldar, U. K., Human resource development, Oxford University Press India.
2. Rao, T.V., Future of HRD, Macmillan Publishers India.
3. Rao, T.V., HRD Score Card 2500: Based on HRD audit, Response Books, SAGE Publications.

Subject Name	L	T	P	Credit
MGT244 - Industrial Relations and Labour Enactments	3	1	0	4

Objectives:

To familiarize the students with the understanding and provisions of industrial and labour related laws.

Understand the meaning of industrial relations, industrialization and organization structures.

Identify the health and safety symbols and hazards at work.

Unit 1 :

Overview of Industrial Relations : Concept of Industrial Relations; Nature of Industrial Relations; Objectives of IR; Evolution of IR in India ; Role of State; Trade Union; Employers' Organisation; ILO in IR.

Unit 2 :

Trade Unionism : Trade Union : origin and growth, unions after independence, unions in the era of liberalization; concept, objectives, functions and role of Trade Unions in collective bargaining; problems of Trade Unions.

Unit 3 :

Labour Problems : Discipline and misconduct; Grievance Handling Procedure; Labour turnover; Absenteeism; Workers' participation in management.

Unit 4 :

Technological Change in IR-Employment issues, Management Strategy, Trade Union Response, Human Resource Management and IR- Management Approaches, Integrative Approaches to HRM; International Dimensions of IR.

Unit 5 :

Labour Legislations: Industrial Dispute Act, Factories Act, Payment of Wages Act, Workmen's Compensation Act. Important Provisions of Employees' State Insurance Act, Payment of Gratuity Act, Employees Provident Fund Act.

Outcomes:

Students will understand the role of industrial relations in organization.

It provides understanding of various laws used in operations of organization.

It helps the students to understand decision making at the time of disputes, conflicts etc.

Text books:

1. Malik, K.L., Industrial Laws and Labour Laws, Eastern Book Company, Lucknow.
2. Kumar, H.L., Digest of Labour Cases, Universal Law Publishing Co P Ltd, New Delhi
3. Srivastava, S.C., Industrial Relations & Labour Laws, Vikas Publishing House (P) Ltd.
4. Sharma, J.P., Simplified Approach to Labour Laws, Bharat Law House (P) Ltd., New Delhi.

Reference books:

1. Venkataratnam, C. S. Industrial Relations: Text and Cases. Delhi. Oxford University Press.
2. Michael Salamon, Industrial Relations—Theory & Practice. London. Prentice Hall.
3. Bray, M, Deery.S, Walsh.J, and Waring P, Industrial Relations: A Contemporary Approach, Tata Mc Graw Hill.

Subject Name	L	T	P	Credit
MGT245 - Retail and Services Marketing	3	1	0	4

Objectives:

- Apply the principles, practices, and concepts used in retail marketing management.
- Describe the complex nature and environment of retail marketing management together with the buying and selling of goods, services, and ideas to the final consumer.
- Understand the conceptual and organizational aspects of the retail and service sector, including strategic planning and management in the retail industry.
- Identify the approaches to and guidelines used to analyze and solve retailers' and service providers' problems and make decisions in retail organizations.

Unit 1 :

Retailing: Introduction, Economic Significance of Retailing, Product Retailing vs. Service Retailing, Types of Retailers, Indian vs. Global Scenario, Elements in a Retail Marketing Environment; Segmentation in Retail, Positioning Decisions, Limitations of Market Segmentation.

Unit 2 :

Store Location and Layout: Types of Retail Stores Location, Factors Affecting Retail Location Decisions, Site Selection, Location Based Retail Strategies, Retail "EST" model. Customer Services in Retailing, Technology in Retail Marketing, Role of Rural retailing in India.

Unit 3 :

Retail Formats: On the basis of Ownership and Merchandise offered, Multi Channel Retailing, Merchandising and Franchising, Stores Management, HR practices in Retailing Business and Service Industry

Unit 4 :

Service Marketing: Basic Concept- Understanding and Nature, Characteristics and Classification of Services, Contribution in Economic Growth, Challenges and Strategic Issues in Service Marketing, Segmentation and Differentiation.

Unit 5 :

7 P's of Marketing, Consumer Behavior in Service Marketing, Service Marketing Process, Marketing Strategies- Internal, External and Interactive, Demand Management; Concept of Service Quality, Dimensions and Process, Service Quality Models.

Outcomes:

- Understand the impact of retailing on the economy.
- Comprehend retailing's role in society and, conversely, society's impact on retailing.
- See how retailing fits within the broader disciplines of business and marketing.
- Recognize and understand the operations-oriented policies, methods, and procedures used by successful retailers in today's global economy.
- Know the responsibilities of retail and service personnel in the numerous career positions available in the market.

Text books:

1. A. Sivakumar, Retail Marketing (2007), Excel Books India

2. Christopher H. Lovelock and Jochen Wirtz (2011),
3. Services Marketing, Upper Saddle River, New Jersey: Prentice Hall.

Reference books:

1. Suja Nair, Retail Management, (2008), Himalaya Publishing House, Mumbai
2. Michael Levy, Barton Weitz and Ajay Pandit, Retailing Management (2008), Tata McGraw Hill Publishing Co. Ltd., New Delhi
3. S. M. Jha, Services Marketing,

Subject Name	L	T	P	Credit
MGT246 - Consumer Behaviour	3	1	0	4

Objectives:

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

Explain and apply the key terms, definitions, and concepts used in the study of consumer behaviour.

Demonstrate how as a marketer you can use your knowledge of consumer behaviour concepts to develop better marketing programs and strategies to influence those behaviours.

Critically evaluate the effectiveness of various advertisement and promotions and their attempts to influence the behaviours of individuals.

Unit 1 :

Introduction to Consumer Behaviour: Definition, Consumer Behaviour and Marketing Action - An overview - Consumer involvement - Decision-making processes - Purchase Behaviour and Marketing Implications - Consumer Behaviour Models

Unit 2 :

Environmental influences on Consumer Behaviour - Cultural influences - Social class - Reference groups and family influences - Opinion leadership and the diffusion of innovations - Marketing implications of the above influences.

Unit 3 :

Consumer buying behaviour - Marketing implications - Consumer perceptions – Learning and attitudes - Motivation and personality – Psychographics - Values and Lifestyles, Click-o- graphic.

Unit 4 :

Strategic marketing applications - Market segmentation strategies - Positioning strategies for existing and new products, Re-positioning, Perceptual Mapping - Marketing communication - Store choice and shopping behaviour - In-Store stimuli, store image and loyalty - Consumerism - Consumer rights and Marketers' responsibilities.

Unit 5 :

The Global Consumer Behaviour and Online buying behaviour - Consumer buying habits and perceptions of emerging non-store choices - Research and applications of consumer responses to direct marketing approaches - Issues of privacy and ethics.

Outcomes:

Identify the major influences in consumer behaviour

Distinguish between different consumer behaviour influences and their relationships

Establish the relevance of consumer behaviour theories and concepts to marketing decisions

Implement appropriate combinations of theories and concepts

Recognise social and ethical implications of marketing actions on consumer behaviour

Use most appropriate techniques to apply market solutions

Text books:

1. Bennet and Kassarjian, CONSUMER BEHAVIOUR, Prentice Hall of India, New Delhi
2. Michael R. Solomon, Consumer Behaviour, PHI Learning Private Limited, New Delhi, 2011

Reference books:

1. Ramanuj Majumdar, CONSUMER BEHAVIOUR, Prentice Hall of India, New Delhi, 2011
2. Nair, Suja R, Consumer Behaviour in Indian Perspective
3. Bennet and Kassarjian Consumer Behaviour Mowen, John Consumer

Subject Name	L	T	P	Credit
MGT270 - Summer Training Report	0	2	4	4

Objectives:

1. At the end of second semester examination, every student of MBA will undergo on-the-job practical training in any manufacturing, service or financial organization. The training will be of 6 to 8 weeks duration. The college/institute will facilitate this compulsory training for students.
2. During the training, the student is expected to learn about the organization and analyze and suggest solutions of a live problem. The objective is to equip the student with the knowledge of actual functioning of the organization and problems faced by them for exploring feasible solutions and suggestions.
3. During the course of training, the organization (where the student is undergoing training) will assign a problem/project to the student.
4. The student, after the completion of training will submit a report to the college/institute which will form part of third semester examination. However, the report must be submitted by the end of September/October during third semester so that it is evaluated well in time and third semester results are not delayed.
5. The report (based on training and the problem/project studied) prepared by the student will be known as summer training project report. The report should ordinarily be based on primary data. It should reflect in depth study of micro problem, ordinarily assigned by the organization where student undergoes training. Relevant tables and bibliography should support it.
6. The average size of report ordinarily will be of approx 80 typed pages in standard font size (12) and double spacing. One neatly typed and soft bound (paper back) copy of the report will be submitted to the college/institute. The report will be typed in A-4 size paper.
7. The report will be evaluated by two external examiners. It will carry total of 150 marks divided into written report of 100 marks and presentation of 50 marks. There will be no internal examiner. Only such person will evaluate the project report who has minimum three years of experience of teaching MBA classes in a college/University. Experience of teaching MBA classes as guest faculty shall not be counted.
8. It is mandatory that the student will make presentation in the presence of teachers and students. The student is expected to answer to the queries and questions raised in such a meeting.