

MBA IV

Semester

Syllabus

Subject Name	L	T	P	Credit
MGT251 - Investment Analysis & Management	3	1	0	4

Objectives:

- Manage investment portfolios.
- Value assets such as stocks and bonds.
- Optimally diversify portfolios.
- Allocate investments into stock and bond portfolios in accordance with a person's risk preferences.
- Figure out when a trading account at a brokerage firm will receive a margin call.
- Measure the riskiness of a stock or a portfolio position.
- Adjust the value of an asset to take into account the riskiness of the asset.
- Understand and critically evaluate investment advice from brokers and the financial press.

Unit 1:

Overview of Capital Market: Market of securities, Stock Exchange and New Issue Markets - their nature, structure, functioning and limitations; Trading of securities: equity and debentures/ bonds. Regulatory Mechanism: SEBI and its guidelines; Investor Protection, Saving, investment, speculation. Type of investors, Aim & Approaches of security analysis.

Unit 2:

Risk & Return: Concept of Risk, Component & Measurement of risk, covariance, correlation coefficient, measurement of systematic risk. Fundamental Analysis: Economic, Industry, Company Analysis, Technical Analysis: DOW Theory, Support and Resistance level, Type of charts & its interpretations, Trend line, Gap Wave Theory, Relative strength analysis , Technical Versus Fundamental analysis.

Unit 3:

Nature of Stock Markets: EMH (Efficient Market Hypothesis) and its implications for investment decision. Valuation of Equity: Nature of equity instruments, Equity Valuation Models. Approaches to Equity Valuation: Valuation of Debentures/Bonds : nature of bonds, valuation, Bond theorem, Term structure of interest rates, Duration. Valuation of Derivatives (Options and futures): concept, trading, valuation.

Unit 4:

Portfolio Analysis and Selection: Portfolio concept, Portfolio risk and return, Beta as a measure of risk, calculation of beta, Selection of Portfolio: Markowitz's Theory, Single Index Model, Capital market theorem, CAPM (Capital Asset Pricing Model) and Arbitrage Pricing Theory.

Unit 5:

Portfolio Management and Performance Evaluation: Performance evaluation of existing portfolio, Sharpe, Treynor and Jensen measures; Finding alternatives and revision of portfolio; Portfolio Management and Mutual Fund Industry

Outcomes:

- Students will understand the characteristics of different financial assets such as money market instruments, bonds, and stocks, and how to buy and sell these assets in financial markets.
- Students will understand the benefit of diversification of holding a portfolio of assets, and the importance played by the market portfolio.

Students will know how to apply different valuation models to evaluate fixed income securities, stocks, and how to use different derivative securities to manage their investment risks.

Text books:

1. Security Analysis and Portfolio Management by Donald E. Fischer Ronald J. Jordan, Publisher: Prentice-Hall of India.
2. Security Analysis And Portfolio Management by S Kevin Publisher: Prentice hall of India.
3. "Modern Portfolio Theory and Investment Analysis" by E.J. Elton and M.J. Gmber, Publishers: John Wiley & Sons, New York.

Reference books:

1. "Investment, Analysis and Management" by J.C.Francis, Publishers: McGraw Hill, New York.
2. Indian Financial System by H.R. Machiraju, Vikas Publishing House Pvt. Ltd.
3. Indian Financial System by Varshney & Mittal, Sultan Chand & Sons

Subject Name	L	T	P	Credit
MGT252 - Corporate Tax Planning & Management	3	1	0	4

Objectives:

The course is designed to make the students aware of the corporate tax laws of India.

The objective of course is to make students aware about tax planning.

To demonstrate knowledge of the concept, principles, and rules of taxation of an Individual.

The course aims to provide knowledge to the students about provisions of corporate taxation in practical terms and use of the tax planning methods to minimize tax liability.

The course is designed so that the students are aware of GST and how it get taxed.

Unit 1:

Nature and Scope of Tax Planning: Nature, Objectives of Tax Management, Tax Planning, Tax Avoidance & Tax Evasion, Assessment Year, Previous Year, Assessee – types, Residential status, Non-resident Indians.

Unit 2:

Tax on Individual Income : Computation of tax under the heads of Salaries, Income from House Property, Profits & Gains of Business, Capital Gains & Income from Other Sources. Tax deductible at source.

Unit3:

Deductions and calculation of Tax Liability- Deductions from 80C to 80U, Computation of taxable income of an individual.

Unit 4:

Corporate Tax: Tax concessions and incentives for corporate decisions. Tax planning for depreciation; Treatment of losses & unabsorbed items; Carry forward and set off losses. Tax and business reorganizations: merger and amalgamation, Tax planning regarding Employees Remuneration, Tax appeals, Revision & Review.

Unit 5:

GST:- An Introduction, GST Council, GST components-CGST, SGST, IGST. Rates Applicable, Composition Scheme.

Outcomes:

Students who complete this course will be able identify the difference between tax evasion and tax planning.

By the end of the course students will able to describe how the provisions in the corporate tax laws can be used for tax planning.

Students of the course will able to explain different types of incomes, their taxability, expenses and their deductibility.

Students who complete this course will be able to outline the corporate tax laws.

Students of the course will able to state the use of deductions of expenses to reduce the taxable income.

Text books:



1. Corporate Tax Planning & Management by H. C. Mehrotra & S. P. Goyal
2. Corporate Tax Planning and Business Tax Procedures by V. K. Singhania

Reference books:

1. Students Guide to Income Tax by V. K. Singhania,
2. Direct Taxes Law & Practice by V. K. Singhania.
3. GST circulars

Subject Name	L	T	P	Credit
MGT253 - International HRM	3	1	0	4

Objectives:

The objective of this course is to explain the concept and activities of Human Resource Management in the international context. It is designed to introduce students to the nature of managing human resources in multinational firms. It explores the complexities of IHRM and distinguishes international from domestic HR practices. The principle focus of this course is developing a comprehensive and integrated treatment of international HRM

Unit 1:

Introduction and Overview: The scope of IHRM, Variables that Moderate Differences between domestic and International HRM. International Human Resource Management Approaches – The Path to Global Status – Mode of Operation

Unit 2:

International Staffing & Performance Management: Executive Nationality Issues- Staffing Policies – Issues in Staff Selection, Multinational Performance Management – Factors associated with Individual Performance and Appraisal – Criteria Used for Performance Appraisal of International Employees

Unit 3:

Training and Development & Compensation: Expatriate Training – Developing International Staff and Multinational Teams, Approaches to International Compensation Labor Relations Key issues in International

Unit 4:

Labor Relations: Labor Unions and International Labor relations – The response of Labor Unions to Multinationals – Regional Integration – The European Union (EU) – Regional Integration – The North American Free Trade Agreement (NAFTA)

Unit 5:

Issues, Challenges, and Theoretical Developments in IHRM: Managing people in an International Context – India – Human Resources Issues in Multinational corporate Social responsibility –concluding remarks, HR Practices in UK, USA and Japan

Outcomes:

The students will have an in-depth understanding of the basic problems inherent in IHRM to either prepare themselves for further work in the IHRM field or to give themselves a sound basis to understand the international corporate dimensions of their own careers...or both.
 How to effectively manage and plan key human resource functions within organizations.
 Examine current issues, trends, practices, policies and processes in IHRM.

Text books:

1. Pinnington, Ashly H. (2011): Strategic Management and IHRM. In: Anne-Wil Harzing.

Reference books:

1. Pinnington, Ashly H.: International Human Resource Management. 3rded. London: Sage publications

Subject Name	L	T	P	Credit
MGT254 - Human Resource Information System	3	1	0	4

Objectives:

The objective of this course is to explain the concept, functions and processes of Human Resource Information System in the corporate sector.

The purpose of this course is to provide an overview of the field of Human Resource Information Systems (HRIS) or alternatively Human Resource Management Systems (HRMS).

The course is designed to introduce students with the technical field of the Human Resource Information activities. It explores the complexities of HRIS and explains design and implementation of the same.

The principle focus of this course is to develop the understanding of the operations and use of the Human Resource Information System in the organization.

Unit 1:

Introduction: Concept of Human Resource Information System, Information Provided by HRIS, Objectives and Purpose of HRIS, Advantages of HRIS, Essentials of Good HRIS, Limitations of HRIS, Significance of HRIS in Today's Corporate World.

Unit 2:

Database Concepts and Applications in HRIS: Definition and difference between data and information. Relevance of information to Decision making. Source and types of information, Managing Human Resource Technology in Organizations, HR data and process standardization; organizational governance; the unique security requirements of HR data; metrics; and HR process and technology outsourcing.

Unit 3:

Pre-Implementation of HRIS: HRIS Life Cycle/HR responsibility in each phase of HRIS development, Pre implementation stage of HRIS: HRIS Planning, HRIS Expectation, Productivity Through HRIS, HRIS Cost-benefit Value Analysis, Getting Management Support for HRIS

Unit 4:

HRIS Design and Implementation Considerations: Tools in HRIS Development, Human Resources Information Systems in large and small organizations, Packaged Human Resources Information Systems / Business Process Reengineering, Enterprise Resource Planning Systems Emerging Trends in HRIS, Networking, Internet, Intranet, Technology Implications, etc.

Unit 5:

Basics of HR Analytics: Concept and Evolution of HR Analytics & data sources. HCM: 21Model. Use of workforce analytics to improve decision making. Analytics and Prediction. Introduction to HR Metrics and predictive analytics. Importance of HR Analytics. Data Analytic techniques using software packages. Future of Human Resource Analytics.

Outcomes:

After studying the course the student should be able to:

Thoroughly review and understand the basic concepts and principles of training HRIS and to demonstrate the ability to apply learned knowledge to the real world.

Demonstrate a thorough understanding of the strategic value of HRIS and how it contributes to organizational success.

Review and identify the leading HRIS software available in the field.

Demonstrate a thorough understanding of the RFP process for selecting an HRIS system.

Demonstrate an understanding of ROI for HRIS

Text books:

1. Human Resource Information Systems: Basics, Applications, and Future Directions by Michael J Kavanagh, Dr. Mohan Thite.

Reference books:

1. E-Human Resources Management Torres, T. (2004).

Subject Name	L	T	P	Credit
MGT255 - Product and Brand Management	3	1	0	4

Objectives:

Give a fundamental understanding of how to build, measure, and manage a brand.

Identify important issues related to planning and implementing brand strategies for a diverse group of marketing offerings (e.g., products, services, industrial goods, non-profits, etc.).

Learn how to identify brand meaning and to measure brand strength for any particular market offering.

Apply branding principles and marketing communication concepts and frameworks to achieve brand management goals and improve marketing performance.

Unit 1:

Product: Definitions & Features, Product Levels, Classification of Products , Individual Product Decisions, Difference between Consumer Products and Industrial Products , Consumer Adoption Process, Product Differentiation

Unit 2:

New Product Development: Factors Contributing to a new Product Design, New Product Development Process, Product Life Cycle, Factors Affecting Product Mix, Product Mix Strategies, Product Positioning

Unit 3:

Brand Elements: Classification of Brands, Brand Identity,, Brand Image, Brand Personality, Brand Architecture, Brand Equity, Brand Loyalty Pyramid, Brand Equity, Factors Influencing Brand Equity, Different Methods of Brand Equity Measurement, Brand - Customer Relationship.

Unit 4:

Brands Strategies: Characteristics of Successful Brands, Brand Strategies, Brand Positioning, Brand Extension Strategies, Brand - Product Relationship, Brand Revitalization.

Unit 5:

Other Branding Issues: Concept and characteristics of Service Brands, Concept of a Retail Brand ,Key Issues in Building Service/ Retail Brands, Classification of Retail Formats, Ethics in Branding, Marketing Research in Product and Brand Management Areas

Outcomes:

Students learn how a favorable brand and memorable brand experiences can influence a firm's ability to withstand competitive pressures and thrive in dynamic market conditions.

Students will become acquainted with cutting-edge frameworks, concepts and tools that have been adopted across industries and around the globe to build lucrative brand franchises.

Additionally, students will consider the role of marketing communication vehicles and platforms in effective brand management.

Text books:

1. Gary L Lilien, Arvind Rangaswamy, New Product and Brand Management Prentice

Halls.

2. U. C. Mathur, Product and Brand Management, Excel Books.

Reference books:

1. Tapan K. Panda, Product and Brand Management, Oxford University Press India
2. Keller, Kevin Lane, Strategic Brand Management : Building, Measuring and Managing Brand Equity

Subject Name	L	T	P	Credit
MGT256 - Advertising & Media Management	3	1	0	4

Objectives:

The objective of the course is to make student aware about using Advertising and Media as a management tool
 To help them the understand various aspects of Advertising and Media

Unit-1

Introduction to Advertising: History of advertising, Advertising purpose and functions; . Advertising as a Marketing Tool, Advertising as a Communication Process. Types of Advertising, Reasons for Advertising, Criticism of Advertising

Unit-2

Advertising and Campaign Planning: Marketing strategy and situation analysis; advertising plan; Advertising objectives; DAGMAR Approach; Advertising Campaign Planning Process.

Unit -3

Creative Strategy & Advertising Budget: The art of Copywriting; Advertising Copy Testing; Creativity in Advertising; Motivational Approaches; Types of Appeals used in Advertising; Advertising Budget Process

Unit -4

Advertising Media Strategy: Role of Media; Types of Media, Advantages and Disadvantages; Media Planning, Selection & Scheduling Strategies, Economic, Social and Ethical aspects of Advertising, Sensitivity in Advertising.

Unit-5

Choosing the Right Agency: Role of Agencies- Types and functions of Ad Agencies, Client Agency Relationship; Selection and Coordination of Advertising Agency.

Outcomes:

Students should be well aware about tools opted in Advertising & Media
 Acquiring knowledge about elements of Promotions
 To develop and implement the optimum Promotion Plan for best output

Text books:

1. Aaker, David A. Advertising Management. Prentice Hall India. Latest Edition
2. Chunawalla, S.A. Advertising, Sales and Promotion Management. Himalaya Publishing House, Mumbai. Latest Edition.

Reference books:

1. Mohan, Manendra, Advertising Management. Tata McGraw Hill, New Delhi. Latest Edition.
2. William Wells and Ruth Spence-Stone, Advertising: Principles and Practice. Pearson Education. Latest Edition.

Subject Name	L	T	P	Credit
MGT280 - International Business Management	3	0	0	3

Objectives:

The key objective is to introduce students to the global economy to obtain a basic introduction regarding this subject matter.

To give basic understanding of global monetary system, international trade practices etc.

To understand strategies used by business in the international market on a competitive basis.

Unit-1

Overview of International Business: Introduction, Definition of International Business, Changing Environment of International Business, Globalization of Markets, Trends in Globalization, Effects and Benefits of Globalization.

Unit-2

International Trade and Investment Theories: Mercantilism; Absolute Cost theory, Comparative Cost theory, Opportunity Cost theory, factor endowment theory, Complimentary trade theories –rSamuelson theorem, International Product life Cycles. Investment Theories – Theory of Capital Movements, Market Imperfections theory; Internationalization Theory; Location Specific Advantage Theory; Eclectic Theory; other theories, Instruments of Trade Policy- Tariffs, Subsidies, Import Quotas, Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy.

Unit -3

Foreign Exchange Determination Systems: Basic Concepts Relating to Foreign Exchange, Various types of Exchange Rate Regimes – Floating Rate Regimes, Managed Fixed Rate Regime, Purchasing Power Parity, Mint Parity, Interest rates, other Factors Affecting Exchange Rates, Brief History of Indian Rupees Exchange Rates.

Unit -4

International Institution: UNCTAD, Its Basic Principles and Major Achievements, IMF, Role of IMF, IBRD, Features of IBRD, WTO, Role and Advantages of WTO. Regional Economic Integration: Introduction, Levels of Economic Integration, Regional Economic Integration in Europe, Regional Economic Integration in U.S.A., ASEAN, SAARC, Integration for Business.

Unit-5

Strategic Functions of International HRM, Staffing Policy – Ethnocentric, Polycentric and Geocentric Approach, Expatriate Preparation and development, Expatriate Repatriation, International Labor Relations.

Outcomes:

It explains how international factors affect domestic concerns.

It explains the main institutions that shape the global marketplace.

Provides deep understanding of key legal issues related to the businesses operating in other countries.

Text books:

1. Agarwal Raj-International Trade (Excel, 1st Ed.)
2. Albaum Duerr-International Marketingand Export management (Pearson, 7thEd.)
3. Cherunilam F-International Trade and Export Management (Himalaya, 2007)
4. Hill C.W.-International Business (TMH, 5th Ed.)

Reference books:

1. Daniels-International Business (Pearson, 1st Ed.)
2. Kumar R and Goel, International Business, (UDH Publications, edition 2013)
3. Jaiswal-International Business (Himalya Publication)
4. Varshney R.L, Bhattacharya B-International Marketing Management (Sultan Chand & Sons, 9th Ed.)

Subject Name	L	T	P	Credit
MGT290 - Organizational Change & Quality Management	3	0	0	3

Objectives:

- Define various terms relating to organizational development & change
- Identify organizational situations that would benefit from OD interventions
- Analyze/diagnose ongoing activities within an organization and design and plan the implementation of selected OD interventions.

Unit-1

Concept of Change: Concept of Organizational Effectiveness (O E) and organizational performance (OP). Types of change. Forces of change. Resistance to change. Overcoming resistance to change.

Unit-2

Process of Change: Lewin's model of change. Golpin's model of change management, action research model of change. Role of change agent.

Unit -3

Organizational Climate & Culture: Meaning & Nature of organizational climate. Dimensions of organizational climate. Organizational climate vs organizational culture. Power and politics in organization. Meaning of Organizational Development, An overview of OD Interventions.

Unit -4

Quality Management: Meaning & process of quality management. Kaizen and TQM. System of quality management awards.

Unit-5

New Initiatives in Quality Management: Benchmarking, JIT, TPM, SQC & BPR, ISO 9000 certification. ISO 14000 certification.

Outcomes:

- Develop an understanding of organizational change and development concept.
- Reflect on different leadership styles and their importance in a change process.
- Identify the elements that are part of the quality measuring process in the industry.
- Understand the regulation and the phases of a quality system certification process.

Text books:

1. Change Management by Radha Sharma , Tata Megraw Hills Publication.
2. Luthans Fred, Organisational Behaviour.,New York, McGraw Hill.
3. Robbins S.P., Organisational Behaviour, New Delhi, PHI.
4. Mcshane & Vonglinow, Organisational Behaviour, Tata McGraw- Hill, New Delhi

Reference books:

1. Staw, B.M. Psychological Dimensions of Organisational Behaviour, Englewood Cliffs, New Jersey, Prentice Hall Inc.
2. Lt. Gen. H. Lal, "Total Quality Management", Eastern Limited, 1990.
3. Greg Bounds, "Beyond Total Quality Management", McGraw Hill, 1994.
4. Menon, H.G, "TQM in New Product manufacturing", McGraw Hill 1992

Subject Name	L	T	P	Credit
MGT300 - Comprehensive Viva Voce	0	0	8	4

Objectives:

The comprehensive viva voce is scheduled at the end of 4th semesters in order to judge the understanding as well as application of the knowledge gained by the students by the end of 4th semester of the course. This is also to see the articulation of what is being learnt by them. This is also to see the articulation of what is being learnt by them. The idea is to see that students are able to digest what is being taught in two full year and see their relevance not only in the practical field but also their inter relationship. The viva voce is of 150 marks each to be conducted by the examiners.