

SCHOOL OF CONTINUING AND DISTANCE EDUCATION
JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY

JNTUH MBA CCC SYLLABUS – 2013-14				
Sl. No.	Code	YEAR I	Credits	Marks
1	13MBA01	Management Fundamentals	3	100
2	13MBA02	Business Laws & Regulations	3	100
3	13MBA03	Financial Accounting & Analysis	3	100
4	13MBA04	Managerial Economics	3	100
5	13MBA05	Business Environment	3	100
6	13MBA06	Research Methodology & Statistical Analysis	3	100
7	13MBA09	Human Resource Management	3	100
8	13MBA10	Quantitative Analysis & Decision Making	3	100
	Code	YEAR II	Credits	Marks
9	13MBA11	Financial Management	3	100
10	13MBA12	Organizational Behavior	3	100
11	13MBA13	Marketing Management	3	100
12	13MBA14	Business Ethics & Corporate Governance	3	100
13	13MBA18	Production & Operation Management	3	100
14	13MBA19	Strategic Management	3	100
15	13MBA20	Management Information system	3	100
16	13MBA22	Entrepreneurship	3	100
	Code	YEAR III	Credits	Marks
17	13MBA26	Sales and Distribution	3	100
18	13MBA27	Integrated Marketing Communications	3	100
19	13MBA31	Cost & Management Accounting	3	100
20	13MBA34	Strategic Investment and Financing Decisions	3	100
21	13MBA37	Performance Management	3	100
22	13MBA40	Compensation & Reward Management	3	100
TOTAL			72	2400
25	13MBA24	<p style="text-align: center;">Main Project Work</p> <p>Stage1: Seminar on Research Methodology for the Main Project Work. Customization of Research methodology to MBA Main Project.</p> <p>Stage 2 : Seminar on Statistical Analysis of Main project data. Collection of Main Project Related Data from CMIE Prowess DATABASE or any source, or Data collected from the field and statistical analysis using either Excel, SPSS, MINI TAB, or R.</p> <p>Stage 3 : Data Interpretation & Discussion of Results</p> <p style="text-align: center;">MAIN PROJECT VIVA</p>	18	GRADE
TOTAL CREDITS			90	

YEAR I

13MBA01 MANAGEMENT FUNDAMENTALS

Course Aim: To enable students understand the basic principles and practices of management through case studies.

Learning outcome:

- a. Through reading the text, references and discussion of cases the students should be able to learn the principles of management that underlie the practices in the organizations.
- b. They should be able to understand the relevance of environmental scanning, planning and how to take decisions.
- c. The students can learn how to delegate authority and use power to influence people to get the work done through proper communication and control.

1. **A Brief History of Management:** Classical Theory-Scientific Management, Administrative Theory, Behavioural Theory, Management Science, Integrative Perspective – Systems Theory, Socio technical Theory, Contingency Theory, Comparing Theories.
2. **Creative Problem Solving and Decision Making:** Problem Solving and Decision Making, Classify and Define the Problem or Opportunity, Set Objectives and Criteria, Generate Creative and Innovative Alternatives, Analyze Alternatives and Select the Most Feasible, Plan, Implement the Decision and Control, Vroom's Participative Decision Making Model.
Case: The Coca- Cola Company (Robert N Lussier page no: 117)
3. **Strategic and Operational Planning:** Developing the Mission, Analyzing the Environment, Setting Objectives, Corporate Strategies, Business Strategies, Operational Planning, Implementing and Controlling Strategies. Time Management.
Case: Dunkin's Donuts (Robert N Lussier page no: 151)

Case: Steve Jobs, Apple (Robert N Lussier page no: 348)
4. **Organizing and Delegating Work:** Principles of Organizing, Authority, Organizational Design, Job Design, Organizing Yourself and Delegating. Relation between Authority, Power and Influence. Leadership and Trait Theory, Behavioural Leadership Theories, Situational Approaches to Leadership, Handling Complaints.
Case: Hitachi (Robert N Lussier page no: 197)
5. **Communication and Controlling:** Organizational Communication and Information Technology, Interpersonal Communication Process and Communication Barriers, Message Transmission Channels. Organizational and Functional Area Control Systems, Establishing Control Systems.
Case: Well Point (Robert N Lussier page no: 384)
Case: Chen Clothes Manufacturing (Robert N Lussier page no: 488)

Text Book: Robert N Lussier, Management Fundamentals - Concepts, Applications, Skill Development, Cengage Learning, First Edition, 2012.

References:

- V.S.P.Rao, Management Text and Cases, Excel, Second Edition, 2012.
- Dilip Kumar Battacharya, Principles of Management, Pearson, 2012.
- Harold Koontz, Heinz Weihrich, A.R.Aryasri, Principles of Management, TMH, 2010.
- K.Anbuvelan, Principles of Management, University Science Press, 2013.
- Neeta Baporikar, Case Method – Cases in Management, Himalaya Publishing House (HPH) 2009
- Deepak Kumar Bhattacharyya, Principles of Management-text and cases, Pearson, 2012.
- Andrew DuBrin, Management Essentials, Cengage Learning, 2012.
- Stephen P.Robbins, Sanghamitra Bhattacharyya, David A. Decenzo, Madhushree Nanda Agarwal, Fundamentals of Management Essential Concepts and Application, 6th Edition, Pearson, 2011.
- Rajeesh Viswanathan, Principles of Management Concepts & Cases, Himalaya Publishing House (HPH), 2010.

13MBA02 BUSINESS LAW AND REGULATION

Course Aim: The aim of this course is to enable students understand and comply with legal and regulatory framework for doing business in India.

Learning Outcome: After going through the text and case lets in terms various court judgements, the students should be able to understand the formalities involved incorporating a company and the nuances related to the Law of Contract. The student will also be able to know the implications of direct and indirect taxes, negotiable instruments Act and also about the cyber laws.

1. Companies Act, 1956: Steps and procedure for incorporation of the company, Appointment of Directors, Powers, duties, & liabilities of Directors, Company Meetings, Resolutions, Winding-up of a Company.
2. Law of Contract: Nature of contract and essential elements of valid contract, Offer and Acceptance, Consideration, Capacity to contract and free consent, Legality of object. Unlawful and illegal agreements, Contingent contracts, Performance and discharge of contracts, Remedies for breach of contract. Contracts-II: Indemnity and guarantee, Contract of Agency, Sale of goods Act -1930: General Principles, Conditions & Warranties, Performance of Contract of Sale.
3. Direct and Indirect Tax: Income Tax Act -1961 - Important Provisions of Income Tax Act: Assessment year –Assesee, Gross Total Income, Procedure for advance payment of tax and tax deducted at source. Assessment procedure. Central Excise Act -1944: .Basic concepts related to excisable goods, classification of goods, and Basic concept of VAT.
4. Negotiable Instruments Act - 1881: Negotiable Instruments- Promissory Note, Bills of Exchange, & Cheque, and their definitions and characteristics, Types of endorsements, Holder- Holder in due course, Discharge of Parties.
- 5 Cyber Crime and the Legal Landscape-the world-Why do we need cyber laws in tha indian context-The indina IT act-challenges to indian Law and cyber crime scenarion in india. (Refer Nina Godbole & Sunit Belapure)

Text Book:

- RSN Pillai, Bagavathi, Business Law, S.Chand, 2013.

References

- Nina Godbole & Sunit Belapure “ Cyber Security” Wiley India 2012.
- Akhileshwar Pathak: Legal Aspects of Business, TMH, 3/e, 2011

- K.R. Bulchandani: Business Law for Management, 5/e, Himalaya Publishing House (HPH), 2012
- Kuchal: Business Law, Vikas, 2011
- Tulsian: Business Law, TMH, 2012.
- S S Gulshan, Business Law, 4th edition, Excel Books, 2012
- S.N. Maheshwari, S K Maheshwari, A Manual of Business Laws, Himalaya Publishing House (HPH), 2013.
- C L Bansal, Business and Corporate Laws, Excel Books, 2011.
- Tejpal Sheth, Business Law, Pearson, 2012
- P.K.Padhi, Legal Aspects of Business, PHI, 2013

13MBA03 FINANCIAL ACCOUNTING AND ANALYSIS

Course Aim: The aim of accounting is to provide the information that is needed for sound economic decision making. The main purpose is to provide information about firms performance to external parties such as investors, creditors, bankers, researchers and Government Agencies. It has become an important part of young peoples education and citizens in various roles in the societies and businesses of all types.

Learning Objectives: To prepare, understand, interpret and analyze financial statements with confidence. To appreciate and use financial statements as means of business communication. To use the analytical techniques and arriving at conclusions from financial information for the purpose of decision making.

1. **Introduction to Accounting:** Importance, Objectives and Principles, Accounting Concepts and conventions, and The Generally Accepted Accounting Principles (GAAP), their implications on accounting system; Double entry system—recording business transactions—Classification of accounts—Accounting cycle
2. **The Accounting Process:** Overview, Books of Original Record; Journal and Subsidiary books, ledger, Trial Balance, Classification of capital and revenue expenses, Final Accounts with adjustments. Valuation of fixed assets- Tangible vs Intangible assets, and methods of depreciation. Depreciation concept— Depreciation of Fixed Assets -Methods of depreciation—their impact on measurement of business Accounting
3. **Inventory Valuation:** Methods of inventory valuation and valuation of goodwill, methods of valuation of goodwill. Issue of Shares and Debentures- Entries for Issue of shares, forfeiture - Issue of shares at Discount and premium. Alteration of share capital and reduction of share capital, Issue and Redemption of Debentures
4. **Financial Analysis-I:** Statement of Changes in Working Capital, Funds from Operations, paid cost and unpaid costs. Distinction between cash profits and book profits. Preparation and analysis of cash flow statement and funds flow statement.
5. **Financial Analysis-II:** Analysis and interpretation of financial statements from investor and company point of view, Horizontal Analysis and Vertical Analysis of Company Financial Statements. Liquidity, leverage, solvency and profitability ratios – Du Pont Chart – Accounting Standards Issued by ICAI (Focus on importance of Standards to give a general view on Financial Accounting practices), –their rationale and growing importance in global accounting environment,–IAS-IFRS-US -Creative Financial Practices and Issues related to quality of disclosures in Reported Earnings, Window Dressing and limitations of financial statements.

Text Book:

- Dhanesh K.Khatri “Financial Accounting & Analysis”, Tata McGraw-Hill Publishing Limited, New Delhi, 2012.

References:

- Paresh Shah: “Basic Financial Accounting for Management”, Oxford University Press, New Delhi, 2012.
- V.Rajasekharam “Financial Accounting & Analysis” Pearson Education, New Delhi, 2012
- Ranjan Kumar Bal: “Financial Accounting & Analysis”, S.Chand, New Delhi, 2012
- N.Ramachandran : “Financial Accounting & Analysis” Tata McGraw-Hill Publishing Limited, New Delhi, 2012
- Ashish K .Bhattacharya “Financial Accounting & Analysis” PHI, 2012
- Peddina Mohana Rao , “Financial Accounting & Analysis” PHI, 2012

13MBA04 MANAGERIAL ECONOMICS

Course Aim: To enable students acquire knowledge to understand the economic environment of an organization.

Learning Outcome: Students should be able to understand the basic economic principles, forecast demand and supply and should be able to estimate cost and understand market structure and pricing practices.

1. Introduction to Managerial Economics: Definition, Nature and Scope, Relationship with other areas in Economics, Production Management, Marketing, Finance and Personnel, Operations research - The role of managerial economist- Basic economic principles – the concept of opportunity cost, incremental concept, scarcity, marginalism, Equi-marginalism, Time perspective, discounting principle, risk and uncertainty.

Case: 1 The objective and strategy of firms in the cigarette Industry (Dominick Salvatore page no 15)

Case: 2 Dabur India Limited Growing Big and Global (Geetika, 2nd Edition page no 64)

Case: 3 Profits in the personal computer industry (Dominick Salvatore page no 19)

Case: 4 Total Average and Marginal cost in the U.S Steel industry (Dominick Salvatore page no 44)

2. Theory of Demand: Demand Analysis, Elasticity of demand, types and significance of Elasticity of Demand. Demand estimation – Marketing research approaches to demand estimation. Need for forecasting, forecasting techniques. Supply Analysis – Supply function, the Law of Supply, Elasticity of Supply.

Case: 1 Forecasting the Number of MC Donalds Restaurants worldwide (Dominick Salvatore page no 195)

Case: 2 Price Elasticity's of Demand in the Real world (Dominick Salvatore page no 110)

Case: 3 Northern Turkey (Craig H.Petersen page no 172-173)

Case: 4 Income Elasticity of Demand (H.Kaushal Macmillan page no 39-41)

Case: 5 Cross Demand (H.Kaushal Macmillan page no 48)

Case: 6 The Demand for sweet potatoes in the United States (Dominick Salvatore page no 100)

3. Production Analysis: Production function, Production function with one/two variables, Cobb-Douglas Production Function Marginal Rate of Technical Substitution, Isoquants and Isocosts, Returns to Scale and Returns to Factors, Economies of scale- Innovations and global competitiveness.

Case:1 Labor productivity and Total compensation in the United States and Abroad (Dominick Salvatore page no 253)

Case: 2 Naveen Construction Companies (Craig H.Petersen page no 293)

Case: 3 Substitutability between Gasoline consumption and driving time (Dominick Salvatore page no 265)

Case: 4 How Xerox lost and regained International competitiveness and became a leader in information technology (Dominick Salvatore page no 278)

- 4. Cost theory and estimation:** Cost concepts, determinants of cost, cost-output relationship in the short run and long run, short run vs. long run costs, average cost curves, Overall Cost leadership.

Case: 1 Out Sourcing to India: way to Fast Track (Geetika page no 272)

Case: 2 The Shape of the long –Run Average cost curves in various industries (Dominick Salvatore page no 265)

Case: 3 BLP Corporation (Sumitrapal, Macmillan page no 203)

Case: 4 Mr. Martin Gets Chewed out by the Boss (W.Brulc Allen page no 150)

- 5. Market Structure and Pricing Practices:** Features and Types of different competitive situations - Price-Output determination in Perfect competition, Monopoly, Monopolistic competition and Oligopoly both the long run and short run. Pricing philosophy

Case: 1 Pricing of innovative product (H.Kaushal Macmillan page no 78)

Case: 2 Pacific copper enterprises (W.Brulc Allen)

Case: 3 Suzanne Muth –Theatre Complex (Sumitrapal, Macmillan page no 240)

Case: 4 Monopoly in the Mumbai city Taxi Industry (Dominick Salvatore page no 369)

Text Book:

- Craig H. Petersen, W. Cris Lewis and Sudhir K. Jain: *Managerial Economics, 14th edition* Pearson, 2012

References

- ‘Dominick Salvatore Managerial Economics 7th Edition Oxford 2012.
- W.Brulc Allen, Managerial Economics Theory, Applications, and Cases Viva7th Edition 2011.
- Sumitrapal, Managerial Economics Cases & Concepts, Macmillan, 2011.
- Geetika, Managerial Economics 2nd Edition, TMH, 2012,
- G S Gupta, Managerial Economics, 2nd edition, TMH, 2012
- H Kaushal & L Palsreve , Managerial Economics Macmillan, 2012
- H.Kaushal, Managerial Economics , Macmillan, 2011.
- Managerial Economics ‘Craig H.Petersen 4th Edition Pearson, 2012
- H. L. Ahuja, Managerial Economics, S. Chand, 2012_
- D.N. Dwivedi, Managerial Economics, Vikas, 2012
- Yogesh Maheshwari, Managerial Economics, PHI, 2012
- Mc Guigam, Moyer, Harris, Managerial Economics, Cengage, 2012
- Mark Hisschey, Managerial Economics, Cengage, 2011

13MBA05 BUSINESS ENVIRONMENT

Course Aim: Aim of this course is to make students understand the need for business environment for taking managerial decisions.

Learning Outcome: After reading the text book & cases related to the syllabus and business news papers like Business Standard, Economic Times, Business Line and, students should be able to understand the issues related to the industrial policy and regulation and their amendments from time to time. They will also understand the terminology of the planning commission and Union Budget. The knowledge gained by the students on capital markets, RBI guidelines; trade, EXIM policy and Foreign Exchange Management Act will be useful for them to take decisions.

- 1. Industrial Policy and Regulatory Structure:** Industrial Policy- Industrial Licensing Policy- Five Year Planning- Industrial Policy 1991, Small Scale Industries (SSI)-Industrial Finance- Foreign Direct Investment (FDI).
Case 1:- Tapping the Opportunities in Environment: A Case Study of Yes Bank, (Dr. Vivek Mittal. Page no.662)
Case 2:- Tapping the Opportunities in Environment: A Case Study of Yes Bank, (Dr. Vivek Mittal. Page no.662)
Case 3:- Gas Authority of India Limited (GAIL) (Justin Paul, page no.102)
Case 4:-India to allow FDI in Food Retail, (Raj Kumar, page no.208)
- 2. Economic Policies:** Fiscal Policy- Latest Union Budget- Reforms Undertaken- Role of Government. Monetary Policy- Basic Concepts- Monetary Policy in the 21st Century- Banking Sector Reforms.
Case 1:- Indus (Budget Game), (Justin Paul, page no.179)
Case 2:- Prof Tom and Monetary Policy, (Justin Paul. Page no.200)
- 3. Capital Markets, SEBI, RBI:** Capital Market Institutions-Stock Indices- Derivatives Market- Global and Indian Scenario- Role of SEBI and RBI.
Case1: The Great Fall (Scam of 2001): A Case of Stock Exchange and SEBI, (Dr. Vivek Mittal. page no.661)
Case2: Globalization of Pop Culture, (Francis Cherunilam, page no. 765)
Case 3: Investment Return from Indian Stock Market – Bombay Stock Exchange (BSE), SENSEX, (Justin Paul, page no.252)
- 4. India's Trade Policy:** Policy changes and Issues- sector wise trade policies: recent developments- GATT- WTO- agreements and implications.
Case 1:- Case – Water Thief, (K. Aswathappa, page no.59)
- 5. EXIM policies & FEMA:** India's new EXIM policy- legal framework- initiatives FEMA – Multi-national companies and FDI.
Case 1:- RBI Shaped Rs. 125 Crore on Reliance Infrastructure. A Case Study on FEMA, (Dr. Vivek Mittal, page no.655)
Case2:- China as an Export Base, (David W. Conklin, page no.574)

Text book

- Justin Paul “ Business Environment: Text & Cases” TMH,3/e,2012

References:

- Dr.Vivek Mittal “Business Environment: Text & Cases” Excel Books,2011
- Rajkumar “International Business Environment: Text & Cases” Excel Books,2012
- K.Ashwathappa “Essentials of Business Environment: Text, Cases& Exercises” HPH, 2011.
- Francis Cherunilam”Business Environment: Text & Cases”HPH,2012
- David W Conklin “Cases in the Environment of Business” Sage,2009
- Misra and Puri, “Indian Economy” 30E, Himalaya Publishing, 2012
- K.Aswathappa-Essentials of Business Environment -11th Edition –HPH-2011
- Misra and Puri “Economic Environment of Business”, 7th Edition, HPH,2012
- Francis Cherunilam- Business Environment -21st Edition-HPH-2012
- Palle Krishna Rao, “WTO Text & Cases”, PSGIM, Coimbatore, 2009
- A.C.Fernando-Business Environment -1st Edition-Pearson-2011.
- Dr.Vivek Mittal- Business Environment -2nd Edition-Excel Books-2011.

Course Aim: To understand the basic statistical tools for interpretation of quantitative and qualitative data.

Learning Outcome: Students will be able to apply the principles of research methodology for the research design for the various mini and major projects of the MBA programme. They will be able to analyse the data statistically.

- 1. Research Methodology:** Introduction-Topic-Review of Literature-Research Gaps-Research Questions-Objectives-Hypotheses-Scope of the study-Period of the study-Sampling Techniques-Data Collection-Primary data –Questionnaire design-Secondary data-Data Analysis-Limitations of the study-Appendix-References.
- 2. Tabulation, Graphical presentation of data:** Histogram, Diagrammatic representation of data: Bar diagram, Multiple Bar diagram, Sub-divided Bar Diagram, Pie Diagram, Measures of Central Tendency: Mean, Median and Mode. Measures of Dispersion: Range, Standard deviation and Variance, Coefficient of variation, Measure of Skewness.
- 3. Linear Correlation and Regression Analysis:** Covariance, Pearson's Correlation Coefficient, Scatter plot, Spearman's rank Correlation Coefficient, Regression lines.
- 4. Parametric and Non- Parametric Hypothesis Testing:** Procedure for Testing of Hypothesis, One Sample t-test for the Population Mean, Two Sample t-test for independent Samples, Paired Sample t-test. F-test for two population Variances (Variance ratio test), ANOVA One Way Classification, ANOVA two way Classification, Chi Square test of association, Chi Square test of independence.
- 5. Time Series and Data Analysis:** Fitting a trend line to a time series, Method of least Squares and Method of Moving Averages, Measure of Seasonal Variation.

Text Book

- Glyn Davis & Branko Pecar "Business Statistics Using Excel" Oxford University Press, 2012.

References:

- P N Arora "Comprehensives Statistics Methods" S. Chand, 2012.
- Sharma "Business Statistics" Pearson, 2012.
- S C Gupta, "Fundamentals of Statistics", HPH, 2012
- C B Gupta "An introduction to Statistical Methods" Vikas, 2012
- S L Gupta "Business Research Methods" TMH, 2012.
- Pannerselvam "Research Methodology" PHI, 2012.
- Ranjit Kumar "Research Methodology" Sage, 2012.
- R P Hooda "Statistics" Vikas, 2012

- Newbold” Statistics for Business and Economics” Pearson, 2012.
- Levin, Rubin, Rastogi & Siddiqui, “Statistics for Management” Pearson, 2013
- Mukul Gupta & Deepa Gupta “Research Methodology” PHI, 2013.

Course Aim: To understand various terms in HRM and be able to manage the human resources of any organization.

Learning Outcome: Students should be able to understand the basic HR concepts. They will be able to understand the process of recruitment, selection, performance appraisal, training & development, compensation and employee retention approaches and strategies.

1. **Introduction of HRM:** Introduction to HRM – Line Managers – HR Duties – New Approaches to Organizing HR – Globalization & Competition Trends – Technological Trends – Trends in Nature of Work – Workforce and Demographic Trends – Economic Challenges – HRM in India – High Performance Work System's – Labor Legislation in India – Equal Employment Opportunity 1990-1991 – HR Score Card developed by TVRLS India.

Case: 1 Social Surveyors in Flood-hit Areas (Gary Dessler page no 160)

Case: 2 Finding people who are passionate about what they do (Gary Dessler page no 195)

2. **Recruitment and Placement:** Basics of Job Analysis – Methods for Collecting Job Analysis Information – Job Descriptions – Job Satisfaction – Job Enlargement, Job Enrichment, Job Rotation, HRP – Recruitments & Selection Process – Planning & Forecasting – Sources of Recruitment – Recruitment on Diverse Work Force – Employee Testing & Selection – Basic types of Interviews – Errors in Interviews – Translating Strategy into HR-Policies & Practices.

Case 1: Reinventing the wheel at apex door company (Gary Dessler page no 309)

3. **Performance Appraisal and Training & Development of Employees** – Concept of Performance, Management Appraisal – Techniques for Performance Appraisal – Career Management – Employer Life Cycle – Career Management & Talent Management, Analyzing Training needs & Designing the program – Implementing different training program – Implementing Management Development Programs – Evaluating the Training Programs .

Case 1: Appraising the secretaries at Sweet water U (Gary Dessler page no 349)

4. **Compensation** – Basic Factors in Determine pay rates – Establishing pay rates – Pricing Managerial and Professional Jobs – Special Topics in Compensation – Benefits – Insurance – Retirement Benefits – Personal Services & Family friendly benefits – Salient features of Workmen Compensation Act & Minimum Wages Act.

Case1: Salary inequities at ACME Manufacturing (Gary Dessler page no 429)

5. **Employee Relation** – Labor Movement – Collective Bargaining Process – Grievances – Managing Dismissals – Employee Safety and Health – Occupational Safety Law – Work Place Health Hazards Problems & Remedies – Salient features of Industrial Disputes Acts 1947 – Factories Act.

Case 1: The New Safety and Health Program (Gary Dessler page no 623)

Text Book:

- Gary Dessler, “Human Resource Management”, 12th Edition, Bigu Markkey, Pearson-2012.

References for Cases:

- Shyamkant Gokhale “Personal Management”, Everest, 2012.
- Dr.M.A.Kahok, Illustrated Case Studies in Indian Management , Everest Publishing House, 2012.
- K. Aswathappa, “Human Resource Management, Text and Cases”, TMH, 2011.
- Dr. Anjali Ghanekar, “Essentials of Human Resource Management”, Everest, 2010.
- Indranil Mutsuddi, “Essentials of Human Resource Management”, Newage, 2011.
- Wayne.F.Cascio, Ranjeet Nambudiri, “Managing Human Resource Management”, 8th Edition, TMH,2010
- Seema Sanghi, “ Human Resource Management” Macmillan, 2012
- Narendar Singh, “Human Resource Management”, Colonel (Dr.) Laxmi Publication, 2011.
- Dipak Kumar Bhattacharyya “Human Resource Management”, Excel Books, 2012.
- Uday Kumar Halder, Juthika Sarkar, “ Human Resource Management”, Oxford, 2012
- Nick Wilton, “An Introduction to Human Resource Management” Sage, 2012.
- V S P Rao, “ Human resource Management Text and Cases”, Excel Books,2011
- R.Wayne Mondy, “Human Resource Management” Pearson, 2009.

Course Aim: The objective of the course is to provide the basic tools of Operations research in solving the management problems using mathematical approach for decision making.

Learning Outcome: The Course covers origin and application of OR, Linear Programming, Decision Theory and queuing theory. These concepts help the student in taking decisions for business.

1. Nature and scope of Operations research: Origins of OR, Applications of OR in different Managerial areas, Defining a model, types of model, Process for developing an operations research model, Practices, opportunities and short comings of using an OR model
2. Linear Programming Method: Structure of LPP, Assumptions of LPP, Applications areas of LPP, Guidelines for formulation of LPP, Formulation of LPP For different areas, solving of LPP by Graphical Method: Extreme point method and ISO-cost profit method, simplex method, two phase method, Big-M method, converting primal LPP to dual LPP, Limitations of LPP. Transportation Problem: Mathematical Model of transportation problem, Methods for finding Initial feasible solution : Northwest corner Method, Least Cost Method, Vogels approximation Method, Test of optimality by Modi Method, Variation transportation Problems like unbalanced Supply and demand , Degeneracy and its resolution.
3. Assignment Model: Algorithm for solving assignment model, Hungarians Method for solving assignment problem, variations of assignment problem: Multiple Optimal Solutions, Maximization case in assignment problem, unbalanced assignment problem, travelling salesman problem, simplex method for solving assignment problem.
4. Decision Theory: Introduction, ingredients of decision problems. Decision making – under uncertainty, cost of uncertainty, under risk, under perfect information, decision tree, construction of decision tree
5. Queuing Theory: Queuing Structure and basic component of an Queuing Model, Distributions in Queuing Model, Different in Queuing Model with FCFS, Queue Discipline, Single and Multiple service station with finite and infinite population.

Text Book:

- J.K. Sharma, “Operations Research: Theory and applications, 5th edition, Macmillian, 2013.

References:

- R. Pannerselvam : Operations Research, PHI, 3rd revised edition,2012
- K.L Schgel “Quantitative Techniques and Statistics” HPH, 2012.
- Prem Kumar Gupta “Introduction to Operations Research” S.Chand, 2012.
- Hillier / Lieberman: Introduction to operations research, 9th edition, TMH, 2012.
- Hamdy A Taha : Operations Research: An Introduction, 9th edition, Pearson, 2013.

- Pradeep Prabhakar Pai : Operations Research : Principles and Practice, 1st edition, Oxford University Press, 2012.
- C.R. Kothari, Quantitative Techniques, 3rd revised edition, Vikas, 2012.
- Anand Sharma, “ Quantitative Techniques for Decision Making”, HPH, 2010
- A M Natarajan, P Balasubramani, A Tamilarasi, “Operations Research” Pearson, 2012.
- M P Gupta, R B Khanna, “ Quantitative Techniques for Decision Making” PHI, 2011.

***The students need Discounting Table and Annuity tables for the examination**

Course Aim: To give an overview of the problems facing a financial manager in the commercial world. It will introduce you to the concepts and theories of corporate finance that underlie the techniques that are offered as aids for the understanding, evaluation and resolution of financial manager problems.

Learning Outcome: Provides support for decision making. It enables managers to monitor their decisions for any potential financial implications and for lessons to be learned from experience and to adapt or react as needed. To ensure the availability of timely, relevant and reliable financial and non-financial information. FM helps in understanding the use of resources efficiently, effectively and economically. To focus on wealth maximization rather than profit maximization.

1. **The Finance Function:** Nature and Scope; Evolution of finance function – Its new role in the contemporary scenario –Goals of finance function – maximizing vs. satisfying; Profit vs. Wealth vs. Welfare; the Agency relationship and costs; Risk-Return trade off; Concept of Time Value of Money – Future Value and Present value and the basic valuation model.
2. **The Investment Decision:** Investment decision process- Project generation, project evaluation, project selection and project Implementation. Developing Cash Flow; Data for New Projects; Capital Budgeting Techniques –Traditional and DCF methods. The NPV vs. IRR Debate; Approaches for reconciliation. Capital budgeting decision under conditions of risk and uncertainty. Cost Of Capital: Concept and measurement of cost of capital, Debt vs. Equity, cost of equity, preference shares, equity capital and retained earnings, weighted average cost of capital and marginal cost of capital. Importance of cost of capital in capital budgeting decisions.
3. **Capital Structure Decisions:** Capital structure vs. financial structure - Capitalization, financial leverage, operating leverage and composite leverage. EBIT-EPS Analysis, Indifference Point/Break even analysis of financial leverage, Capital structure Theories –The Modigliani Miller Theory, NI, NOI Theory and Traditional Theory –A critical appraisal.
4. **Dividend Decisions:** Dividends and value of the firm - Relevance of dividends, the MM hypothesis, Factors determining Dividend Policy-dividends and valuation of the firm-the basic models. Declaration and payment of dividends. Bonus shares. Rights issue, share-splits, Major forms of dividends – Cash and Bonus shares. The theoretical backdrop – Dividends and valuation; Major theories centered on the works of GORDON, WALTER and LITNER. A brief discussion on dividend policies of Indian companies. Working Capital Management: Components of working capital, gross vs. net working capital, determinants of working capital needs, the operating cycle approach. Planning of working capital, Financing of working capital through Bank finance and Trade Credit – Recommendations of Tandon and Daheja Committee on Working Capital. Cases.
5. **Management of Current Assets:** Management of cash, – Basic strategies for cash management, cash budget, cash management techniques/processes. Marketable securities: characteristics, selection criterion, Marketable security alternatives; Management of

receivables and Management of inventory- The importance of current assets management in working capital planning. Corporate Restructuring: Corporate Mergers, Acquisitions and Takeovers: Types of Mergers, Economic rationale of Mergers, motives for Mergers; Financial evaluation of Mergers.

Text Book

- **IM Pandey, Financial Management, 10th Edition, Vikas , 2013.**

References:

- M.Y Khan, P K Jain: “Financial Management-Text and Problems”, 6th Edition, TMH, 2012.
- P.C.Tulsian,C.A. Bharat Tulsian , “Financial Management” S.Chand Publications,2012
- Prasanna Chandra, “Financial Management Theory and Practice”, 8th Edition. TMH ,2012
- Shashi K.Gupta, R.K.Sharma , “Financial Management” Kalyani Publishers ,2012
- Rajiv Srivastava, Anil Mishra , Financial Management” Oxford University Press, New Delhi, 2012
- James C Van Horne, Sanjay Dhamija, “Financial Management and Policy” Pearson Education, 2012

13MBA12 ORGANISATIONAL BEHAVIOUR

Course Aim: To understand the dynamics of organizational behaviour.

Learning outcome: To understand how employees behave in organizations. Students should be able to correct their individual behaviour and group behaviour. They will also be able to motivate and lead employees towards organizational mission and objectives.

1. **Nature and Importance of Organizational Behaviour**-Foundation of O.B.; Conceptual Model for O.B. – Organization System in Global Environment – Importance of Interpersonal Skills, Challenges & Opportunities for O.B., Developing O.B. Model – Approaches to O.B.

Case 1: Work Force Diversity

2. **Individual Behaviour** – Diversity – Biographical Characteristics Ability – Implementing Diversity Management – Strategies – Attitudes & Job Satisfaction, Personality – Theories of Personality – Perception – Process of Perception – Perception & Individual Decision Making – Motivation from concepts to Applications.
3. **Group Behaviour** – Foundations of Group Behaviour – Defining Classifying Groups – Stages of Group Development – Group Properties – Roles – Norms – Status, Size and Cohesiveness – Group Decision Making – Understanding Work Teams – Types of Teams – Creating Effective Teams.
4. **Leadership and Motivation Theories:** Leadership Theories – Challenges to Leadership Construct – Finding and Creating Effective Leaders – Power & Politics. Maslow’s Hierarchy of Needs, Two- factor theory of Motivation, Alderfer’s ERG theory, McClelland’s need based Motivational Model.
5. **Foundation of Organizational Structure:** Conflicts & Negotiations – Organization Structure – Organization Change & Stress Management – Self Management – Managing Careers.

Case 1: Boundaryless Organization (Stephen P. Robbins page no 529)

Case 2: The Stress of Caring (Stephen P. Robbins page no 595)

Case 3: Organizational Behaviour ABC.

Case 4: Understanding Market Research Company (Stephen P. Robbins)

Case 5: Team Management: The Leo Burnett Company Virtual Team Management (Gerard H.Seijts Page no 161)

Text Book:

- **Stephen P. Robbins, Timothy: Organizational Behaviour, Pearson 14th Edition, 2012**

References for Cases

- Mirza S Saiyadain, Cases in Organizational Behavior , TMH,2011
- Gerard H.Seijts, Cases in Organizational Behavior, Sage,2008
- P.G. Aquinas: Organizational Behaviour Concepts, Realities, Application & Challenges, 2nd Edition, Excel Books 2012.

- Fred Luthans, Organizational Behaviour, 12th Edition, TMH, 2012
- Nelson, ORGB, Cengage, 2nd Edition, 2012
- Dr. Anjali Ghanekar, Organizational Behaviour Concepts & Cases, Everest, 19th Edition, 2013.
- Chandra Sekhar Dash, “Organizational Behaviour” International Book House, 2013.
- Laurie Mullins, “Management and Organizational Behaviour”, Pearson, 2013.
- Jennifer M George, Gareth R Jones “Understanding and Managing Organizational Behaviour” Pearson, 2009.
- Moorhead, Griffin “Managing Organizational Behaviour” Cengage, 2013.
- K Aswathappa, “Organizational Behaviour” HPH, 2012
- Sushma Khanna “Udai Pareek’s Understanding Organizational Behaviour” Oxford, 2012.
- Avinash K Chitale, Rajendra Prasad Mohanty, Nishith Rajaram Dubey, “ Organizational Behaviour” PHI, 2013.

13MBA13 MARKETING MANAGEMENT

Course Aim: Aim is to understand the basic marketing concepts through case studies.

Learning outcome:

- a. By reading text and relating the concepts through cases the student will understand the concepts of marketing management.
- b. They will be able to analyze markets and design customer driven strategies and will be able to communicate the decisions towards business development with superior customer value.

- 1. Introduction to World of Marketing:** Importance scope of Marketing, Core Marketing Concepts, Marketing Philosophies, Marketing Environment, Marketing Strategies & Plans, Developed Vs Developing Marketing. Market Research-Definition of MR, MIS, Commissioning MR, MR Process, MR Online, MR & Ethics, International MR.

Case 1: Bata (Rajendra.P Maheshwari page no: 03)

Case 2: Mahindra Scooters (Arun Kumar page no: 89).

Case 3: Ready Meal Manufactures (Adrian palmer, page no: 70).

Case 4: Santoor –(lamb Hair– page no : 238).

Case 5: Drawing on data, searching for insight (Adrian palmer – Page no: 175).

- 2. Analyzing Marketing Opportunities, Customer Value and Marketing Mix :** Consumer Decision Making, Creating Customer Value, Analyzing Consumer Markets – Consumer Behavior – cultural, Social & Personal Factors, developing products & brands – product levels; classifying products, product range, line & mix, PLC, new product development.

Case 1: Small New Phones (Adrian palmer- page no: 296).

- 3. Designing a Customer Driven Strategy:** Market segmentation- segmentation of consumer market, business market, requirement for effective segmentation, market targeting – evaluating market segmentation, selecting target market segmentation, positioning – positioning maps, positioning strategy.

Case 1: (Segmentation) Zee TV (lamb, Hair page no 212).

Case 2: (Targeting) Kellogg's (lamb, Hair page no 300)

Case 3: (Positioning) Nimbooz (S. Neelamegham page no 225).

Case 4 :(Positioning) Dalda (Arun Kumar page no:195).

- 4. Distribution Decisions, Promotion & Communication Strategies :** Marketing Channels, Channel intermediates and functions, channel structure, channel for consumer products, business and industrial products, alternative channel, channel strategy decisions. The promotional mix, advertising, public relations, sales promotion, personal selling, marketing communication- communication process, communication promotion mix, factors effecting the promotion mix

Case 1: Barista (Arun Kumar – page no:33).

- Case 2: Nano Car (lamb, Hair – page no:52)
- Case 3: Indigo (lamb, Hair – page no:356).
- Case 4: TESCO (Adrian palmer page no : 388)
- Case 5: Hero Motor Corp (lamb, Hair Page no:446)
- Case 6: Avon Cosmetics (lamb, Hair Page no:497).
- Case 7: Eureka (Arun – Page no: 711).
- Case 8: Home Shop (Arun – page no: 639).

5. Pricing Decisions & Personal Communication - Importance of price, cost determinant of price, markup pricing, profit maximization pricing, break even pricing, pricing strategy, ethics of pricing strategy, product line pricing, WOM, Rural marketing, BOP, relationship Marketing, Digital marketing, Social marketing, post modern marketing, market sustainability and ethics, Global marketing.

- Case 1: Coca Cola(lamb, Hair – page no: 112).
- Case 2: I phone (lamb, Hair – page no: 534).
- Case 3: Akash Tablet (lamb, Hair – page no: 557).
- Case 4: Compact car (Arun Kumar page no :369)
- Case 5: Chick (lamb,Hair Page no:650)
- Case 6: Nokia (Neelamegham page no– 645).
- Case 7: Shakti (Rajendra .P Maheswari – Page no:408).
- Case 8: Airtel (Arun – page no: 901)
- Case 9: Beer Marketing (Adrian palmer page no:529)

Text Book:

- Lamb, Hair, Sharma, Mc Daniel: MKTG, A South Asian Perspective, Cengage Learning, 2012.

References:

- Philip Kotler, Kevin Lane Keller, Abraham Koshy and Mithleshwar Jha: Marketing Management, 13/e, Pearson Education, 2012.
- Paul Baines, Chris fill, Kelly Page, Piyush Sinha, Marketing, Asian Edition, oxford , 2013.
- Philip Kotler, Gray Armstrong, Prafulla. Y. Agnihotri, Ehsan UL Haque, principles of marketing, south Asian perspective, 13/edition, Pearson Education, 2012.
- Adrian Palmer: Introduction to Marketing, Theory and Practice, 2nd Edition, Oxford, 2011.
- K.Karunakaran: Marketing Management (Text and Cases), 2/e, Himalaya, 2012.
- Arun kumar & N. Meenakshi: Marketing Management, Vikas, 2012.
- Rajan Saxena: Marketing Management, 3/e, TMH, 2012
- S. Neelamegham, Marketing in India text & cases4th edition, Vikas, 2013.
- Sidharth Balakrishna, Case studies inMarketing, Pearson, 2011.
- Ramaswamy Namakumari “Marketing Management” TMH 5th Edition 2012.
- Czinkota Korable “Marketing Management” Indian Edition, Cengage learning, 2012.

- Prof. M.V. Kulkarni, practical solutions to cases in marketing management, 19th Everest Publishing House, 2012.
- Dilip M. Sarwate, Indian cases in Marketing Management, Everest publishing house, 2012.
- S.A.Sherlekar, R.Krishnamoorthy, Marketing Management concept and cases, HPH, 2012.
- Kenneth E Clow, Donald Baack, cases in Marketing Management, Sage South Asia edition, 2012.
- R. Srinivasan, case studies in Marketing the Indian context, 5th edition PHI, 2012.
- M. Govindarajan, Marketing Management, concept, cases, challenges and trends, 2nd edition PHI, 2012.
- Debases Pradhan, marketing management, a case book, Cengage Learning, 2012.
- Rajendra P Maheshwari, marketing management text and cases, an Indian perspective, International Book House 2012.

13MBA 14 BUSINESS ETHICS AND CORPORATE GOVERNANCE

Course Aim: The aim of this subject is to inculcate the need for business ethics to ensure sustained business stability.

Learning outcome: The learning outcome is that nuances of business and professional ethics. They will also be able to understand ethical and psychological dimensions to contain cyber crimes and also will be able to grasp the important issues related to corporate governance.

1. Business Ethics The Changing Environment: Business Ethics-why does it matter?; Levels of Business Ethics-Five Myths about Business Ethics-can Business Ethics be taught and Trained?; stages of Moral development Kohlberg's study-carol Gilligan's Theory-Principles of Ethics. **Case:** The BHEL Disinvestment (CSV Murthy: page no.590)
2. Professional Ethics. Introduction to Professional Ethics- Ethics in Production and Product Management-Ethics of Marketing Professionals-Ethics in HRM-Ethics of Finance and Accounting Professionals-Ethics of Advertisement-Ethics of Media Reporting-Ethics of Healthcare Services. Ethical Dilemma. Introduction, Dilemma and Ethical Dilemma-Mounting Scandals-Ethical Issues-Preparatory Ethics: Proactive steps-The software challenge.

Case 1: How unethical Practices almost destroyed world com (A.C.Fernando Page no.218)

Case 2: Ethical Dilemma (CSV Murthy page no: 594)

3. Cyber crimes and cyber Terrorism-social,Political, ethical and psychological , dimensional , Intellectual property in the cyberspace,Ethical dimensions of cyber crimes-teh psychology, mindset & Skills of Hackers & Other cyber criminals, Sociology of cyber criminals, information Warfare.
4. Corporate Governance I: Does Good Governance Really matters to Corporations?-Importance of corporate Governance –Corporate Governance in India-Board Structures processes and Evaluation-Director Independence –Board committees, Indian model of Corporate Governance.
5. Corporate Governance-II Information communication and Disclosure-Irani Committee Report-OECD Principles of Corporate Governance -Risk Internal Control and Assurance-Banks and Corporate Governance.
Case: Infosys Technologies: The best Among India Corporate (A.C Fernando page no;33)
Case: TATA Steel: A Company that also makes Steel (A.C Fernando page no :69)

Text Book

- SK Mandal: Ethics in Business and Corporate Governance, TMH, 2012.

References:

- A.C.Fernando: Corporate Governance, Principles, Policies and Practices, Pearson, 2012.
- C.S.V.Murthy: Business Ethics, Himalaya Publishing House, 2012.
- N.Balasubramanian : Corporate Governance and Stewardship, TMH,2012.
- Nina Godbole & Sunit Belapure “ Cyber Security” wiley india 2012.
- Joseph W.Weiss : Business Ethics, Thomson,2006.
- Geethika,RK Mosjra, Corporate Governance Theory and Practice,Excel,2011.

13MBA18 PRODUCTION AND OPERATIONS MANAGEMENT

Course Aim: The course aim to give elaborative concepts of production and operations management in an organization.

Learning Outcome: The course covers operations management, product design, analysis, plant location and layout and Scheduling and Material Management.

1. **Introduction to Operations Management:** Functional Subsystems of Organization, Definition, Systems Concept of Production, Types of Production Systems – Flow Shop, Job Shop, Batch Manufacturing, The Project, Productivity, Strategic Management – Corporate Strategic, Generic competitive Strategies, Functional Strategies, Gross Domestic Product and its impact, World Class Manufacturing.
2. **Product Design and Analysis:** Product Design and Analysis (Definition), new product development-its concepts, Steps of Product Design, Process Planning and Design- Selection of Process, Process Selection Decision, Process Planning Design, Responsibilities of Process Planning Engineer, Steps in Process Planning. Process Design- Process Research, Pilot Development, Capacity Consideration, Commercial Plan Transfer, Enhanced Capacity Using Optimization. Value Analysis/Value Engineering – History of Value Analysis/Value Engineering, When to Apply Value Analysis, Function, Aims, Value Engineering Procedure, Advantages and Application Areas. Standardization: Standardization Procedure, Advantages of Standardization, Application of Standardization. Ergonomic Considerations in Product Design.
3. **Plant Location & Plant Layout:** Factors Influencing Plant Location, Break-even Analysis. Single Facility Location Problem, Multifacility Location Problems – Model for Multifacility Location Problem, Method of Transformation, Model to Determine X- Coordinates of New Facilities, Model to Determine Y-Coordinate, **Plant Layout-** Plant layout introduction, Classification of Layout, Advantages and limitations of Product Layout, Advantages and limitations of Group Technology Layout, Layout Design Procedures.
4. **Scheduling:** Introduction, Johnson's Problem, Extension of Johnson's rule. Job Shop Scheduling: Introduction, Types of Schedules, Schedule Generation, heuristic Procedures, Priority Dispatching Rules. Two Jobs and M Machines Scheduling.
5. **Materials Management:** Integrated Materials Management, Components of Integrated Materials Management- Materials Planning, Inventory Control, Purchase Management, Stores Management. Inventory Control- Inventory Decisions, Costs Trade Off. Models of Inventory, Operation of Inventory Systems, Quantity Discount, Implementation of Purchase Inventory Model, Purchasing Management, Stores Management – Incoming Materials Control, Store Accounting, Obsolete Surplus and Scrap Management, ABC Analysis, XYZ Analysis, VED Analysis, FSN Analysis, SDE Analysis.

Text Book:

- Panneerselvam “ Production and Operations Management” PHI,2012
- H.Haushal, Production / Operations Management, Case Study Solutions, MacMillan, 2012.

References:

- Ajay K Garg, Production and Operations Management, TMH, 2012
- B. Mahadevan, Operations Management: Theory and Practice, Second Edition, Pearson, 2010.
- Danny Samson “Operations Management: Integrated Approach”Cambridge, 2012.
- Kenneth K. Boyer, Rohit Verma, Operations Management: Cengage Learning, 2011.
- Dipak Kumar Bhattacharyya, Production and Operations Management, Universities Press, 2012.
- Prof. L.C. Jhamb: Production Operations Management, 18th edition, Everest Publishing House, 2013.
- J.K, Sharma: Operations Research, Macmillian, 2013.
- Richard B. Chase, Ravi Shankar, Operations and Supply Management 12th Edition, TMH, 2010.

13MBA19 STRATEGIC MANAGEMENT

(Students must read text book. Faculty are free to choose any other cases)

Course Aim: The aim of this subject is to enable the students develop a holistic perspective about strategic management.

Learning Outcome: By the reading the text and the discussing the cases students should be able to understand how to scan internal and external environment of an organization, understand different types of strategies, strategies of the competitors, turnaround strategies and with that knowledge would be able to formulate strategies, change strategies if necessary and implement strategies. They will also be able to evaluate strategies and take corrective steps.

1. Strategic Inputs: Introduction to Strategic Management-Strategic management Competitiveness-Technology and Technology change-Vision, Mission and Objectives-Strategic Leaders-Strategic Management process- The External Environment: Opportunities, Threats, Competition and Competitor Analysis. External Environmental Analysis, Segments of the External Environment, Porters 5 Force Model, The internal Environment: Resource, Capabilities, Competencies and Competitive advantages. Analyzing internal organization -Building Core Competencies-Value Chain Analysis, Outsourcing.

Case: Bharti Airtel (Hitt & Ireland page no 4).

Case: ITC Limited (Hitt & Ireland page no 30).

2. Formulation of Strategic Actions: Business level strategy-Effectively managing relationships with Customers- the purpose of Business strategy. Competitive Rivalry and Dynamics- A Model of Competitive Rivalry-Competitor Analysis-Drivers of Competitive actions and responses-Competitive rivalry and dynamics.

Case: Bajaj Auto limited (Hitt & Ireland Page no 80).

Case: Coca cola Vs Pepsi in India (Hitt & Ireland page. no108)

3. Corporate level Strategy- Levels of Diversifications and reasons-Value creating diversifications. Strategic Acquisitions & Restructuring- Popularity of Mergers & Acquisitions strategies, problems in achieving Acquisition Success- Restructuring.

Case : Foster's Group Diversification into the Wine Business (Hitt & Ireland Page 130)

Case: Merger and Acquisition Activity During a Global Crisis: Global and in India (Hitt & Ireland page 154)

Focus : Troubles in the Godrej – P & G Alliance(Hitt & Ireland page. no 223)

4. Global Strategy-Identifying International Opportunities and international Strategies-Strategic competitive Outcomes and risk in an international Environment. Corporative Implications for

strategy-Strategic Alliances- corporate level cooperative strategy, Competitive risk with Cooperative strategies.

Case: Entry into India & China by Foreign Firms and Indian/Chinese Firms Reaching for Global markets (Hitt & Ireland page. no 176).

Case: Using Cooperative Strategies at IBM (Hitt & Ireland page 206)

5. Structure and Controls with Organizations-Organizational Structure and controls, Evolutionary Patterns of strategy and organizational structure. Leadership Implications for Strategy- Entrepreneurial Implications for Strategy.

Case 1 CISCO's Evolution of Strategy and Structure. (Hitt & Ireland page. no 256)

Case 2 Selecting a new CEO (Hitt & Ireland page no 282)

Case 3 The Continuing innovation revolution at Amazon: The kindle and E-books(Hitt & Ireland page 304)

Text Book

- Hitt & Ireland et al." Strategic Management: A South Asian Perspective": Cengage Learning, 9e, 2013.

References:

- Mason A Carpenter et al."Strategic Management: A dynamic Perspective" Pearson, 2e, 2012.
- A Nag" Strategic Management: Analysis, Implementation & Control "Vikas Publishing house, 2012.
- Adrian & Alison" Strategic Management: Theory & Application" Oxford University Press, 2010.
- S K Sarangi "Modern Strategic Management" Everest Publishing, 2012.
- Wheelen, Hunger; Concepts in Strategic Management & Business Policy, 13th Edition, Pearson, 2013
- Hill, Jones; Strategic Management, 9th Edition, Cengage, 2012
- P. Subba Rao, Strategic Management, 3rd Edition, HPH, 2012
- Barney, Hestrelly; Strategic Management & Competitive advantages; 4th Edition, PHI, 2013
- V.S.P. Rao, V. Hari Krishna; Strategic Management, 1st Edition, Excel Books, 2012
- Upendra Kachru; Strategic Management, 1st Edition, Excel Books, 2012
- Hill/Ireland/Hoskisson/Manikutty; Strategic Management, 9th Edition, Cengage, 2012
- Mital; cases in Strategic Management; 3rd Edition, TMH, 2011
- Haberberg & Ricple; Strategic Management, 1st Edition, Oxford, 2010
- P. Subba Rao, Business Policy and Strategic Management, 2nd Edition, HPH, 2011

13MBA20 MANAGEMENT INFORMATION SYSTEM

1. **Introduction** : MIS importance, definition, nature and scope of MIS, Structure and Classification of MIS, Information and Systems Concept, Types of Information, Information systems for competitive advantage.
Case 1: MIS at Narayana Labs Ltd.
Case 2: Siba International and Functional Information System.
Case 3: Sigma Industries Limited (SIL)
2. **Business Applications of Information Systems** : E-Commerce, ERP Systems, DSS, Business Intelligence and Knowledge Management System.
Case 1 : Knowledge Management Systems at Anil Consultancy.
3. **Management of IS**: Information system planning, system acquisition, systems implementation, evaluation & maintenance of IS, IS Security and Control.
Case 1: Planning of IS at Anoop & Company.
Case 2: Apollo Hospitals.
Case 3: Implementation of OLT at Deep College of Management and Technology.
Case 4: Effectiveness of MIS: A Case Study.
4. **Building of Information Systems**: System Development Stages, System Development Approaches, Systems Analysis and Design- Requirement Determination, Strategies for Requirement Determination, Structured Analysis Tools, System Design – Design Objectives, Conceptual Design, Design Methods, Detailed system design.
Case: System requirement specification: An illustrate case.
Case: MIS at XYZ Bank.
Case: Purchase order system: application case study.
5. **Introduction to Cyber Crime** : Cyber Crime Defination and orgin of the word,cyber crime and information security,who are cyber criminals? Classification of cyber criminals-Legal Perspectives-Indian Perspectives-Cyber crimes and indian ITA 2000,Global perspective on cybercrime-Cybercrime era.(Refer : Nina Godbole et al)

Text Book

- D P Goyal, Management Information Systems – Managerial Perspective, MacMillan, 3rd Edition, 2010.

Reference:

- Nina Godbole & Sunit Belapure “ Cyber Security” Wiley india 2012.
- Dr Milind M Oka “Cases in Management Information system ‘Everest, 2012.

- A K Gupta “Management of Systems” Macmillan, 2012.
- Sandra Senf “Information Technology Control and Audit” 3e, CRC Press, 2012.

13MBA22 ENTREPRENEURSHIP

1. Understanding Entrepreneurial Mindset- The revolution impact of entrepreneurship- The evolution of entrepreneurship- Approaches to entrepreneurship- Process approach- Twenty first century trends in entrepreneurship.
Case1: Ready, Aim, Fire Fire, B. Janakiram, M.Rizwana, 212.
Case2: Henry Ford, B. Janakiram, M. Rizwana, 214.
2. The individual entrepreneurial mind-set and Personality- The entrepreneurial journey- Stress and the entrepreneur- the entrepreneurial ego- Entrepreneurial motivations. Corporate Entrepreneurial Mindset- the nature of corporate entrepreneur- conceptualization of corporate entrepreneurship Strategy-sustaining corporate entrepreneurship.
Case : Globalizing Local Talent, B. Janakiram, M. Rizwana,228,
3. Launching Entrepreneurial Ventures- opportunities identification- entrepreneurial Imagination and Creativity- the nature if the creativity process-Innovation and entrepreneurship. Methods to initiate Ventures- Creating new ventures-Acquiring an Established entrepreneurial venture- Franchising-hybrid- disadvantage of Franchising.
Case 1:Water, Water everywhere: but not a drop to drink, Richard Blundel , P.No.48 .
Case 2: Critical Incident, Mark Robinson: Strategy Mapping Business Ricard Blundel, P.No 48.
4. Legal challenges of Entrepreneurship-Intellectual property protection-Patents, Copyrights-Trade marks and Trade secrets-Avoiding trademark pitfalls. Formulation of the entrepreneurial Plan- The challenges of new venture start-ups-Poor financial Understanding-Critical factors for new venture development-The Evaluation process- Feasibility criteria approach.
Case 1: Victoria, Tomlinson; Network, Richard Blundel,P.No.99.
Case 2: Tim Lockett, Knowing your Customers & Suppliers, Richard Blundel No.128.
5. Strategic perspectives in entrepreneurship- Strategic planning-Strategic actions- strategic positioning-Business stabilization- Building the adaptive firms-Understanding the growth stage-Unique managerial concern of growing ventures.

Case 1: To Lease or Not: A Cash flow Question, David H.Holt, P.No.452.

Case 2:- Public Sector - address seed capital, David H.Holt, P.No.453.

Text Book :

1. D F Kuratko and T V Rao “Entrepreneurship- A South-Asian Perspective “Cengage Learning, 2012.
2. Rajeev Roy “Entrepreneurship” 2e, Oxford, 2012.

References:

1. B.Janakiram” Entrepreneurship Development :Text & Cases,Excel Books,2011.
2. Richard Blundel”Exploring Entrepreneurship Practices and Perspectives,Oxford,2011.
3. David H Holt” Entrepreneurship:New Venture Creation” PHI,2013.
4. Robert Hisrich et al “Entrepreneurship” 6th e, TMH, 2012.
5. Vasant Desai “Small Scale industries and entrepreneurship” Himalaya publishing 2012

13MBA26 SALES AND DISTRIBUTION

Aim: The aim of this course is to enable MBA students to understand Sales Management and Sales Personnel, the role of Distribution Channels and enabling them to manage Channel Institutions.

Learning outcome: After reading the text and discussing the cases the student should be able to understand the importance of Sales Management, Sales Planning and Budgeting and need for distribution channels and managing them.

- 1. Introduction to Sales Management:** Evolution of Sales Management, importance of Sales Management, types of Selling, difference between Selling and Marketing, modern day Sales Activities, Selling Skills, Selling Strategies, Selling Process,
Case: 1 Plastic Industries, Inc The role of Personal Selling in creating Market (Richard R.Still page no 104,105)
Case: 2 United air flow manufacturer of households appliances sales persons job, (Richard R.Still page no 115 to 118)
- 2. Sales Planning and Budgeting:** Sales Planning Process, Sales Forecasting Methods, Sales Budgeting process, methods used for deciding Sales Budget, types of quotas and quota setting procedure, reasons for establishing or revising Sales Territories, routing and scheduling Sales Person, Market Cost Analysis.
Case: 1 Augsburg Wiesel Ltd, manufacturer of table ware, establishment of sales territories (Author) (Page no 603 to 605)
Case: 2 Midland office engineering, establishment of sales budgeting program, (Author) (page no 588 to 589)
- 3. Sales Force Management:** Recruitment and Selection of the Sales Force, Training the Sales Force, Sales Force Motivation, Sales Force Compensation, Sales Force Control and Evaluation
Case: 1 Adjusting Compensation Plan to motivate Sales Representatives (K.Sridhara Batt, page no 576 to 577)
Case: 2 Sales Force Strategy at Life Insurance Corporation (K.Sridhara Batt, page no 579)
- 4. Introduction to Distribution Management**
Definition of Distribution Management, need for Distribution Channels, Distribution Channels for Rural Markets, designing the Marketing Channels, Motivating and Evaluating Channel Members, capturing the Customer requirements
Case: 1 FedEx Value Chain Solutions, (K.Sridhara Batt page no 618 to 620)

Case: 2 The National Handloom Development Corporation, Tapan (K. Panda, Sunil Sahadev page no 504)

5. Managing Channel Institutions

Managing Channel Information Systems, Managing Retailers, Wholesalers, Franchisers, Designing Channel Systems, reasons for Channel Conflicts, Managing Conflict, Managing International Channel of Distribution, Ethical issues in Sales and Distribution Management

Case: 1 Kinetic Engineering Company, Handling Channel Conflict, (Krishna K Havaladar, vasant page no 461)

Case: 2 Indian Ayurveda Pharmacy Limited, Tapan (K. Panda, Sunil Sahad page no 719)

Text Book

- **Krishna k Havaladar, vasant m cavale, Sales and Distribution Management, 2nd edition, TMH, 2011.**

References

- K. Panda, Sunil Sahadev Sales and Distribution Management ,2nd edition Oxford.
- S.L. Gupta, M.K.Rampal , Cases in Sales and Distribution Management, HPH, 2009.
- K.Sridhara Bhat , Sales and Distribution Management, 1st , HPH, 2011.
- Prof M.V.kulkarni, Sales and Distribution Management,5th edition Pearson,2013
- Still,Cundiff,Govoni, Sales Management ,5th edition, Pearson ,2013
- S.A.Chunawalla, Sales and Distribution Management, 3rd edition, HPH. 2012
- Dinesh kumar, Marketing Channels ,Oxford ,2012
- Richard R Still, Edward W Cundiff, Norman A P Govoni, Sales and Distribution Management, 5th edition, Pearson, 2011.
- Tapan K Panda, Sunil Sahadev, Sales and Distribution Management, 2nd edition, oxford, 2012.
- Spiro Stanton, Rich, Management of Sales Force, 13th edition, TMH, 2010.
- S.A.Chunawalla, Sales and Distribution Management,3rd edition, HPH,2012.
- Prof. M.V. Kulkarni, Sales and Distribution Management, Everest Publishing House, 2010.
- David Jobber, Geoffrey Lancaster, Selling and Sales Management,7th edition, 2011.
- Anne T Coughlan, Erin Anderson, Louis W Stern, Adel I Ei Ansary, R.C.Natarajan, Marketing Channels, 7th edition, Pearson, 2011.
- Mark W Johnston, Greg W Marshall, Sales Force Management, 9th edition, TMH, 2009.
- Dr.S.C.Guptha, Sales and Distribution Management, 2nd edition, Excel books, 2010.

13MBA27 INTEGRATED MARKETING COMMUNICATION

Aim: The aim of this course is to enable MBA students to understand Management of Marketing Communication, Marketing Mix and ethical aspects of Marketing Communication.

Learning outcome: After reading the text and discussing the cases the student should be able to understand Integrated Marketing Communication, Advertising in Print, Radio, Television, Sales Promotion, regulation, social and ethical aspects of Marketing Communication.

1. **Understanding Integrated Marketing Communication:** Understanding Marketing Communication, Integrated Marketing Communication, Integrated Marketing Communication as an Integral part of Marketing, Understanding Consumer Behaviour, Understanding the Communication process, Communication Mix.

Case 1: Cadbury Manages a Crisis with Integrated Marketing Communications (Kruti Shah page no 59)

Case 2: Archias, (Jaishri Jethwaney, Shruthi Jain, page no 195-196)

2. **Budgeting, Objectives and Evaluation of IMC:** Setting Communication Objectives, DAGMAR Approach to setting objectives and measuring advertising effectiveness, allocating the Marketing Communication Budget, Conducting research to measure communication effectiveness, Post- Testing tools and techniques, Evaluating other promotional tools and IMC.

Case 1: The Premium Milk Food Private (Kruti Shah page no 820)

Case 2: Archias, Advertizing (Jaishri Jethwaney, Shruthi Jain, Oxford, page no 195)

3. **Marketing Communication Mix I:** Creative Execution in Advertising, Decision in Print, Execution on Radio, Execution on online and television, getting that 'Big Idea' of creativity.

Case 1: Tata Salt (Part I,II,III) (Kruti Shah page no 282,284,310-311,367-372)

4. **Marketing Communication Mix II:** Sales Promotion, Direct Marketing,, Personal Public Relations, Publicity and Corporate Advertising, Unconventional Promotional Media:- Sponsorships, Mobile Advertising,

Word Of Mouth, Village Farmers, Out of Home Media, World Wide Web Communications.

Case I: Amul taste of India (Kruti Shah page no 793)

Case II: Rasha Prankees promotion (Kruti Shah page no 600)

5. Regulation, Social and Ethical Aspects of Advertising and Promotion:-

Federal Regulation of Advertising, regulations of Advertising and Promotion in India, regulation of other Promotional Areas, Social and Ethical Criticisms of Advertising, ethical aspects of Advertising – Truth in Advertising, Advertising to children, Advertising controversial products, Social Aspects of Advertising.

Case I: Surrogate advertising(Jai shri Jethwaney page no 475-480)

Case II: The Unilever experience (Jai shri Jethwaney page no 606)

Text Book:

- **Krutishah, Alan D'Souza, Advertising and promotions on IMC Perspective, TMH, 2012.**

References:

- Jaishri Jethwaney, Shruthi Jain, Advertising Management, Oxford, Second edition, 2012.
- George E Beleh, Michael A Belech , Keyoor puravi , Advertising and Promotions – An Integrated Marketiing Communications perspective , 7th Edition, TMH , 2012.
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- S.A.Chunawalla, Advertising Sales and Promotion Management, 4th edition, HPH,2012.
- Ruche gupta, Advertising Principles and Practice, 1st edition, S. Chand, 2012.
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- Dr. Niraj kumar, Integrated Marketing Communication, HPH, 2011.
- Dinesh Kumar, Marketing Channel, Oxford, 2012.
- PROF. Ritwik haldar, Advertising and Sales Promotion Management, HPH, 2011.
- Terence A Shimp, IMC in Advertising and Sales Promotion, Cengage learning, 2012.
- S.H.H. Kazmi, Satish K Batra , Advertising and Sales Promotion, 3rd edition, Excel Books, 2011.

13MBA31 COST AND MANAGEMENT ACCOUNTING

Course Aim: To develop the students understanding of management and cost accounting principles and techniques and their application to various decision making situations. Emphasis is on developing the students analytical and critical abilities

Learning Outcome: To distinguish between Management Accounting and Cost Accounting. To understand the detailed cost concepts, cost structure and elements of costs of manufacturing and service organizations which have been facing dramatic changes in their business environment. To identify and describe the elements involved in decision making, planning and control. To identify and describe the future of Management Accounting System.

1. Management accounting Vs. Cost accounting vs. financial accounting, role of accounting information in planning and control, cost concepts and managerial use of classification of costs. The management process and accounting - Cost analysis and control: Direct and Indirect expenses, allocation and apportionment of overheads, calculation of machine hour rate. An introduction to activity based costing and Life Cycle Costing.
2. Costing for specific industries: Unit costing, job costing, cost sheet and tender and process costing and their variants, treatment of normal losses and abnormal losses, inter-process profits, costing for by-products and equivalent production. Introduction, Application of Marginal costing in terms of cost control, profit planning, Closing down a plant, dropping a product line, charging general and specific fixed costs, fixation of selling price.
3. Make or buy decisions, key or limiting factor, selection of suitable product mix, desired level of profits, diversification of products, closing down or suspending activities, level of activity planning- Break-even-analysis: Application of BEP for various business problems. Inter-firm comparison: Need for inter-firm comparison, types of comparisons, advantages.
4. Budgetary Control: Budget, budgetary control, steps in budgetary control, Flexible budget, different types of budgets: sales budget, Cash budget, Production budget, Master budget, Performance budgets, material Vs. purchase budgets, Zero Based Budgeting. An introduction to cost audit and management audit.
5. Standard Costing: Standard Cost and Standard Costing, standard costing vs. budgetary control, standard costing vs. estimated cost, standard costing and marginal costing analysis of variance, material variance, labour variance, Sales and Profit variance. Case Studies.

Text Book:

- **S.P.Jain and K.L.Narang: Cost and Management Accounting, Kalyani, 2012.**

References:

- Hansen Mowen, Cost and Management Accounting& Control, Thompson Publications 2012
- MN Arora: Cost Accounting, Vikas, 2012.
- Colin Drury: *Management and Cost Accounting*, Cengage, 2012
- Ravi.M.Kishore: *Management and Cost Accounting*, Taxmann publications, 2012.
- Blocher Chen Cokins Lin-Cost Management-A Strategic Emphasis Tata McGraw Hill,2012
- M.E. Thukaram Rao, *Management and Cost Accounting, New Age International Publishers*”

13MBA34 STRATEGIC INVESTMENT AND FINANCING DECISIONS

Aim:

To develop an understanding of the role of financial strategy, in the investing, financing and resource allocation decisions within an organization. To develop an understanding of the various strategies that are in use to trade off risk and return

Learning Outcome:

To explain the role and nature of investment and financial strategies and its relationship to maximization of wealth/shareholders value. To examine various risk models in capital budgeting. To evaluate the motives for financial implications of mergers and acquisitions and lease financing. To discuss the impact of general and specific inflation on financial and investment strategy decisions.

1. Investment decisions under conditions of Risk and uncertainty: Concepts of risk and uncertainty. Risk Analysis in Investment Decisions. Risk adjusted rate of return, certainty equivalents, probability distribution of cash flows, decision trees, sensitivity analysis and Monte Carlo Approach to Simulation. Investment Decisions under capital constraints: Capital Rationing Vs. Portfolio. Portfolio Risk and diversified projects.
2. Types of Investments and disinvestments: Project abandonment decisions, Evidence of IRR. Multiple IRR, Modified IRR, Pure, simple and mixed investments. Lorie Savage Paradox. Adjusted NPV and impact of inflation on capital budgeting decisions.
3. Critical analysis of appraisal techniques: Discounted pay back, post pay back, surplus life and surplus pay back, Bail-out pay back, Return on Investment, Equivalent Annual Cost, Terminal Value, single period constraints, multi-period capital constraint and an unresolved problem, NPV mean variance analysis, Hertz Simulation and Hillier approaches. Significance of information and data bank in project selections.
4. Strategic Analysis of selected investment decisions: Lease Financing, Leasing Vs. Operating Risk, borrowing vs. procuring. Hire purchase and Instalment decisions. Lease Risk Management, Leasing as a Financing Decision, Advantages of Leasing, and Leasing Decision in practice
5. Financing Decisions: Mergers and Acquisitions Basic Issues, Strategy, Diversification and Mergers and Acquisitions, Theories of Mergers, Types of Mergers, Cost of

Mergers , Government guidelines for Takeover, Problems on Mergers & Acquisitions and cases

Text Books:

- **Ravi M Kishore “ Strategic Financial Management Taxxman 2012**

References:

- Prasanna Chandra: Financial Management, 8/e, TMH, 2012
- Prasanna Chandra: Projects: Planning, Analysis, Financing Implementation and Review, 6/e ,TMH, 2012
- I.M. Pandey: Financial Management, Vikas 2012.
- Brigham & Ehrhardt: Financial Management, Text and Cases, Cengage, 2012.
- G.V.Satya Sekhar ,Strategic Financial Management , Himalaya Publishing House 2012
- MY Khan and PK Jain: Financial Management: Text, Problems & Cases, TMH, 2012.

13MBA37 PERFORMANCE MANAGEMENT

Course Aim: To give an understanding about performance management and reward system linked with performance.

Learning Outcome: The students understand the importance of performance Management difference between Performance Management & Performance Appraisals, Reward System, and other performance related concepts.

1. Performance Management and reward systems in context, Performance Management process, Performance Management strategic planning.

Case: 1 Performance Management at Network Solutions, Inc (Herman Aguinis page no 26)

Case: 2 Performance Management at the University of Ghana (Herman Aguinis page no 48)

2. Defining performance and choosing a Measurement Approach Measuring Results and Behaviours. Gathering performance Information Implementing a performance Management System.

Case: 1 Accountabilities, Objectives and Standards (Herman Aguinis page no 113)

Case: 2 Evaluating the appraisal form used by a Grocery Retailer ((Herman Aguinis page no 145)

3. Performance Management and employee development, Performance Management skills.

Case:1 Implementation of 360 degree feed back system at Ridge intellectual (Herman Aguinis page no 204)

Case:2 Was Robert Eaton A Good Coach (Herman Aguinis page no 233)

4. Reward Systems and legal issues, Managing Team performance.

Case:1 possible illegal Discrimination at Tractors, Inc. (Herman Aguinis page no 265)

Case:2 Team Performance Management at Duke University Health systems. (Herman Aguinis page no 283)

5. Relevant Performance related concepts: Bench marking Six Sigma, Competency Mapping, Balance Score card, Coaching and Mentoring Pygmalion effect, Job Analysis.

Live Case:1 BHEL,EVA Incentive Schemes: (B D Singh page no 589)

Live Case:2 The TCS Approach and experience(B D Singh page no 601)

Live Case:3 NTPC Performance Management System(B D Singh page no 632)

Live Case:4 Performance Management system(PMS) at Bharti Telecom(B D Singh page no 663)

Text Book.

- **Ram Kumar Balyan, Vikramender Singh & Suman “Performance management text and cases”, Himalaya Publications, 2011.**

Reference

- Anjali Ghanekar’ Essentials of Performance Management’ Everest Publishing House, 2010
- Lance A Berger & Dorothy R Berger “ The Talent Management Hand Book” 2nd edition TMH, 2013
- B D Singh, “ Performance Management System- a holistic approach” excel Books,2010
- Herman Aguinis, “ Performance Management” Pearson, 2012
- Prem Chadha “Performance management” Macmillan, 2012.
- Srinivas K Kandula “Performance Management” PHI, 2010.

13MBA40 COMPENSATION & REWARD MANAGEMENT

Course Aim: It enables the student understand the concepts of compensation and reward management.

Learning Outcome: The student understands how design the compensation for various levels of jobs in the organization, designing the compensation for special groups and government and legal issues in compensation design etc.

1. The pay Model Strategy: The totality of Decisions, Defining Internal Alignment, Job Analysis Evaluating work: Job Evaluation person-based Structures.

Case: 1 So you want to lead an orchestra (George T Milkovich page no 72)

Case: 2 Job Evaluation at whole foods (George T Milkovich page no 125)

2. Defining Competitiveness Designing pay levels Mix and pay structures, pay for performance. The Evidence pay for performance plans.

Case: 1 Burger Boy(George T Milkovich page no 249)

Case: 2 Incentives in the club House(George T Milkovich page no 279)

3. Performance Appraisals the Benefits Determination process statutory Benefits including Health care, Employee welfare and Retirement Benefits.

Case: 1 Merit pay: Making policies and practices that work (George T Milkovich page no 319)

4. Compensation of Special Groups, Union role in wage and Salary administration. International pay systems.

Case: 1 Compensation of special groups (George T Milkovich page no 443)

Case: 2 Coke and IBM(George T Milkovich page no 491)

5. Government and legal issues in compensation Public sector pay Management: Making it work.

Case: 1 Communicating by copier(George T Milkovich page no 575)

Text Book:

- George T Milkovich, Jerry M Newman, C S Venkata Ratnam "Compensation" TMH, 2013.

References:

- B D Singh "Compensation and Reward Management" Excel books, 2012
- Joseph J. Martocchio "Strategic Compensation" Pearson, 2012.
- George T Milkovich "Compensation" McGraw Hill, 2012.
- Kanchan Bhatia "Compensation Management" Himalaya, 2012.
- Henderson "Compensation Management in a Knowledge Based World" 3e, Pearson, 2012.
- Luis R. FGomez- Mejia "Compensation and Organizational Performance" Yesdee Publishing, 2012.
- Michale Armstrong "Employee Reward" University Press, 2012.
- Barry Gerhart "compensation" Sage, 2012.

13MBA 24 Final Project: (GRADE)

Students should be advised to do final MBA projects on topics close to the job they prefer to do after MBA. The faculty should guide them and focus on the methodology of doing a project so that the students can understand how to study the problems they come across while working. The following is the suggested check list for doing the project.

Topic:

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Chapter I

Brief Introduction:

Review of literature:

Research Gaps:

Research Questions:

Objectives of the study:

Hypotheses:

Scope of the study:

Period of the study:

Sample:

Data Collection:

 Primary Data:

 Secondary Data:

CHAPTER II

Data Analysis and Interpretation:

Conclusion & Suggestions:

References:

Appendix i: Questionnaire (if any).

Appendix II: Definition of terms used in the report.

Appendix III: A Brief note on the Theoretical Nuances **Used for Application in the Project Work.**

NOTE: FACULTY SHOULD ADVISE STUDENTS TO GIVE ONLY REFERNCES TO THE WEBSITES AND JOURNALS AND NOT TO INCLUDE DOWNLOADED PORTION IN THE PROJEC REPORT.

PROJECT EVALUATION

Aim: Aim of multi stage evaluation is to enable students do original work on their own so that they can get the benefit in terms of gaining practical knowledge and possible employment.

Learning Outcome : After following the three stages mentioned below for doing project work students should be able to understand:

1. Develop research design for their topic of research.
2. Understand the data requirements and collect data relevant for their research.
3. Analysis of data and interpretation of the results.

- **Stage 1 :** Seminar on Research Methodology for the Main Project Work. (Refer Chapter I of the main project mentioned above)
- **Stage 2 :** Statistical Analysis of Main project data (Chapter II of the main report).
Approach : Students should collect data for the main project from CMIE Prowess DATABASE or any other source or from the field. Students are expected to use relevant statistical tools using either Excel, SPSS, MINI TAB, or R.
- **Stage 3 :** Seminar on Interpretation of Results and Conclusion.

Main Project Viva.

After the submission of the report by consolidating the work done in stage 1, 2 and 3, an external viva will be held by the University to give the grade as per the University guidelines.