

**MANAGEMENT EDUCATION & RESEARCH INSTITUTE**

**MASTER OF BUSINESS ADMINISTRATION**

**SEMESTER III**

**MS 203- Management of International Business**

**COURSE OUTLINE**

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**COURSE OBJECTIVES**

**The objective of this course is to enable the students to manage business when the Organizations are exposed to international business environment.**

**METHODOLOGY**

1. The pedagogy will be lectures, discussions, case studies, assignments, quiz.
2. Marks distribution.

(a)	Class Test –Unit Wise Quiz/Assignment/ Presentations	10Marks
(b)	Mid term Test	15 Marks
(c)	External University Exams	75 marks
<b>Total</b>	<b>:</b>	<b>100 marks</b>

Session No.	Theme	Number of Sessions	Chapters from the text
1.	<p><b>UNIT 1</b></p> <p>Nature and Scope of International Management: Introduction to International Business; E.P.R.G. – Approach, The Environment Of International Business, Reasons for Going International, Analyzing International Entry Modes, Strategy in the Internationalization of Business, Basic Models for Organization Design in Context of Global Dimensions; Entry Barriers, Global Competitiveness of</p> <ul style="list-style-type: none"> <li>• Indian Organizations.</li> </ul>	10	Ch – 1, 5,9,10, 11,12, ( Ashwathappa), Ch- 6 ( sumati varma)
2.	<p><b>Unit II</b></p> <ul style="list-style-type: none"> <li>• Managing Globally : Global Marketing Management,</li> <li>• Global Operations,</li> <li>• Cross-Cultural</li> <li>• Management : Hofstede Study, Edward T Hall Study, Cultural Adaptation through Sensitivity Training,</li> <li>• Global Human Resources Management , Aspects of Global Financial Management</li> </ul>	10	Ch –7, 17, 18, 19, 22 ( Aswathappa)
3.	<p><b>UNIT - III</b></p> <p>Formulating Strategy for International Management: Strategy as a Concept, Implementing Global Strategy, International Competitive Advantage; International Strategic Alliances, Global Mergers and</p> <ul style="list-style-type: none"> <li>• Acquisition</li> </ul>	10	Ch – 11, 13 ( Aswathappa)
4.	<p><b>UNIT - IV</b></p> <p>Broad issues in Globalization : Emerging Global Players , Ethical issues in Context of International Business, The Social Responsibility of the Global Firm , Cross-Culture Communication and Negotiation, Leadership Issues, , Business Improvement: Integrating Quality, Innovation, and</p>	10	Ch- 8, 23, 24, ( Aswathappa)  Ch- 15 ( Sumati Varma)

	Knowledge Management, , The Role of the Parent: Managing the Multi Business Firm, Organizing and Structuring the Multi Business Firm		
	<b>Total Number of Sessions</b>	40	

**Prescribed Text:**

1. K Aswathappa(2010). International Business, Tata Mcgraw Hill.

**References:**

1. John D Daniels, Lee H Radebaugh Daniel P Sullivan , Prashant Salwan (2010). International Business Environments and Operations, Pearson Education

# MANAGEMENT EDUCATION & RESEARCH INSTITUTE

## MASTER OF BUSINESS ADMINISTRATION

### SEMESTER-III

### MS 205 -Information System Management

### COURSE OUTLINE

#### Course Objective:

The objective of this course is to expose the students to the managerial issues relating to information systems and help them identify and evaluate various options in this regard.

#### Pedagogy

The pedagogy will be Lectures, Case Studies, Role-plays and Group Activities. Prior reading of suggested course material for each session happens to be a prerequisite for each participant (that includes the Faculty too) to meaningfully reflect his/her point of view. Since the reading material will be quite exhaustive, barring exceptions, the role of faculty member is restricted to that of a facilitator or a moderator. Each session shall involve discussion among participants with practical examples and supplements from the faculty member

#### EVALUATION

Besides the semester end- examination, the students will be continuously assessed during the course on the following basis:

(a)	Mid term Test	:	15 Marks
(b)	Internal Assessment Quiz/Assignment/ Project/Case Study	:	10 Marks
(c)	External University Exams	:	75 marks
	<b>Total</b>	:	<b>100 marks</b>

**Teaching Plan**

<i>Course Contents</i>	<i>Reference</i>	<i>Number of Sessions</i>
<b><u>UNIT-1</u></b>		
Meaning and Role of Information Systems. Types of Information Systems: Operations Support Systems, Management Support Systems, Expert Systems, and Knowledge Management Systems.	D.P.Goyal (2008). Management Information Systems- Managerial Perspectives, Second Edition, Macmillan, New Delhi.	<b>4</b>
Information Systems for Strategic Management: Competitive Strategy Concepts, Strategic Role of Information Systems.		<b>2</b>
Integrating Information Systems with Business Strategy, Value Chain Analysis, and Strategic Information Systems Framework.	ERP ,Planning A management perspective ,Second Edition ,Mc Grawhill ,New Delhi	<b>6</b>
Case study Discussion:DELL systems,Marriott Hotels		

<p><b><u>UNIT-2</u></b></p> <p>Planning for Information Systems: Identification of Applications, Business Planning Systems and Critical Success Factors, Method of Identifying Applications, Risks in Information Systems.</p> <p>Resource Requirements for Information Systems: Hardware and Capacity Planning, Software Needs, Procurement Options – Make or Buy decisions, Outsourcing as an Option.</p> <p>Case Study:Accenture,TCS</p>	<p>D.P.Goyal (2008). Management Information Systems- Managerial Perspectives, Second Edition, Macmillan, New Delhi.</p>	<p><b>6</b></p> <p><b>4</b></p>
<p><b><u>UNIT-3</u></b></p> <p>Systems design and Development Methodologies: SDLC Approach, Prototyping, Spiral Method, End User Development.</p>	<p>D.P.Goyal (2008). Management Information Systems- Managerial Perspectives, Second Edition, Macmillan, New Delhi.</p>	<p><b>6</b></p>

<b><u>UNIT-4</u></b>	D.P.Goyal (2008). Management Information Systems- Managerial Perspectives, Second Edition, Macmillan, New Delhi	<b>6</b>
Emerging Concepts and Issues in Information Systems: Supply Chain Management, Customer Relationship Management, ERP.		<b>4</b>
Introduction to Data Warehousing, Data Mining and		

**TOTAL SESSIONS**

**44**

**(\*\*Additional 3-5 sessions would be utilized for presentations and case study discussions)**

### **Text Books**

D.P.Goyal (2008). Management Information Systems-Managerial Perspectives, Second Edition, Macmillan, New Delhi

#### **Reference Books**

1. James A O'Brien, George M Marakas and Ramesh Behl (2010). Management Information Systems, Ninth Edition, Tata McGraw Hill Education, New Delhi.

2. Ken Laudon and Jane Laudon and Rajanish Dass (2010). Management Information Systems, Eleventh Edition, Pearson, New Delhi.

3. ERP ,Planning A management perspective ,Second Edition ,Mc Grawhill ,New Delhi

**MANAGEMENT EDUCATION & RESEARCH INSTITUTE  
MASTER OF BUSINESS ADMINISTRATION**

**SEMESTER III**

**MS 207- Entrepreneurship Development**

**COURSE OUTLINE**

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**COURSE OBJECTIVES**

- 1) The course aims at instituting entrepreneurship skills in the students by giving an overview of who the entrepreneurs are and what competences are needed to become an entrepreneur or entrepreneur.
- 2) The Course aims at giving insights into the Management of Small Family Business,  
based on 3S Model: Stimulate, Sustain and Support so that a spirit of entrepreneurship can be inculcated among the student participants

*METHODOLOGY*

- (1) The pedagogy will be lectures, discussions, case studies, assignments and role-plays.
- (2) Audio-Visual aids will be used during the course.

**EVALUATION**

Besides the semester end- examination, the students will be continuously assessed during the course on the following basis:

(a) Mid term Test	:	15 Marks
(b) Internal Assessment Quiz/Assignment/ Project/Case Study	:	10 Marks
(c) External University Exams	:	75 marks
<b>Total</b>	<b>:</b>	<b>100 marks</b>



## TEACHING PLAN

Detailed Course Outline	No. of Sessions
<i>UNIT I-----</i> ◆ Entrepreneurship: Concept and Definitions; Entrepreneurship and Economic Development; Classification and Types of Entrepreneurs; Entrepreneurial Competencies	6
◆ Factor Affecting Entrepreneurial Growth – Economic, Non-Economic Factors; EDP Programmes; Entrepreneurial Training	6
◆ Traits/Qualities of an Entrepreneurs; Entrepreneur; Manager Vs. Entrepreneur.	2
<b>UNIT II-----</b> • Opportunity / Identification and Product Selection: Entrepreneurial Opportunity Search and Identification;	5
◆ Criteria to Select a Product	3
◆ Conducting Feasibility Studies; Project Finalization; Sources of Information	6

<b>UNIT III-----</b> ♦ Small Enterprises and Enterprise Launching Formalities : Definition of Small Scale; Rationale;Objective; Scope; Role of SME in Economic Development of India; SME; Registration; NOC from Pollution Board;	6
♦ . Machinery and Equipment Selection; Project Report Preparation; Specimen of Project Report; Project Planning and Scheduling using Networking Techniques of PERT / CPM; Methods of Project Appraisal	8
<b>UNIT IV -----</b>	
♦ Role of Support Institutions and Management of Small Business : Director of Industries; DIC; SIDO; SIDBI; Small Industries Development Corporation (SIDC); SISI; NSIC; NISBUED; State Financial Corporation SFC;	8
♦ Marketing Management; Production Management; Finance Management; Human Resource Management; Export Marketing	6

### **Text Books**

1. Kuratko, D.F. & Hodgetts, R.M. ( 2009). Entrepreneurship: Theory, Process and Practice. Thomson Press
2. Charantimath, P. (2009). Entrepreneurship Development: Small Business Enterprises. Pearson

### **References Books**

1. Desai, Vasant (2009). Small-Scale Industries and Entrepreneurship. Himalaya Publishing House, Delhi.
2. Kaulgud, Aruna (2003). Entrepreneurship Management. Vikas Publishing House, Delhi.
3. Balaraju, Theduri (2004). Entrepreneurship Development: An Analytical Study. Akansha Publishing House, Uttam Nagar, New Delhi.
4. David, Otes (2004). A Guide to Entrepreneurship. Jaico Books Publishing House, Delhi

# MANAGEMENT EDUCATION & RESEARCH INSTITUTE

## MASTER OF BUSINESS ADMINISTRATION

### SEMESTER III

#### MS 211- Consumer Behavior

#### COURSE OBJECTIVES

1. At the end of the course it is expected that the students will be knowledgeable about the contribution of various disciplines in understanding buyer behaviour in a wholistic manner.
2. They would be familiar with the advances in consumer research in deciphering buyer motivation, and behaviour (pre-purchase, purchase and post purchase), impact of social and cultural variables on consumption decisions. They are expected to be equipped with frameworks to analyse consumer behaviour and use them in designing marketing strategies and in enhancing the effectiveness of marketing programmes.

#### *METHODOLOGY*

- (3) The pedagogy will be lectures, discussions, case studies, assignments and quiz for each unit after the completion of the unit.
- (4) Audio-Visual aids along with role plays and simulation games will be used during the course.

#### EVALUATION

Besides the semester end- examination, the students will be continuously assesses during the course on the following basis:

(a) Mid term Test	:	15 Marks
(b) Internal Assesment Quiz/Assignment/ Project/Cases	:	10 Marks
(c) External University Exams	:	75 marks
<b>Total</b>	<b>:</b>	<b>100 marks</b>

## Teaching Plan :

Session No.	Theme	Number of Sessions	Chapters from the text
1.	<p><b>UNIT 1</b></p> <ul style="list-style-type: none"> <li>• Introduction to Consumer Behavior: Scope and Relevance of Consumer Behavior Studies;</li> <li>• Basic Model of Consumer Behavior: Buying Decision Process- Problem Recognition; Information Search, Alternative Evaluation- Decision Rules- and Selection, Outlet Selection and Purchase, Post Purchase Behavior and Customer Satisfaction</li> <li>• Role of Involvement; Types of Buying Behavior.</li> </ul>	<b>10</b>	<p><b>Ch- 1 of consumer behaviour by Gurpreet Kaur Chhabra</b></p> <p><b>Ch- 4 of Consumer Behaviour by Gurpreet K Chhabra</b></p>
2.	<p><b><u>Unit II</u></b></p> <p><b>Individual Determinants of Consumer Behavior:</b></p> <ul style="list-style-type: none"> <li>• Motivation</li> <li>• Attention, Perception &amp; Consumer Imagery</li> <li>• Learning and Memory</li> <li>• Personality and Self Concept</li> <li>• Consumer Attitudes – Formation and Change; Consumer Values and Lifestyles.</li> <li>• Market Segmentation &amp; positioning</li> </ul>	<b>14</b>	<p>Ch – 8</p> <p>Ch - 9</p> <p>Ch – 5</p> <p>Ch- 8</p> <p>Ch – 9</p> <p>Ch – 3</p> <p>Of Consumer Behaviour by Gurpreet K Chhabra</p>
3.	<p><b><u>UNIT - III</u></b></p> <p><b>External Determinants of Consumer Behavior:</b></p> <ul style="list-style-type: none"> <li>• Influence of Culture and Subculture;</li> </ul>	10	<p>Ch – 6</p> <p>Ch – 7 of Consumer</p>

	<ul style="list-style-type: none"> <li>• Social Class;</li> <li>• Reference Groups and Family Influences.</li> </ul>		Behaviour by Gurpreet K Chhabra
4.	<p><b><u>UNIT - IV</u></b></p> <ul style="list-style-type: none"> <li>• Diffusion of Innovation</li> <li>• Models of Consumer Behavior</li> <li>• Researching Consumer Behavior</li> <li>• Online Consumer Behavior</li> </ul>	8	<p>Ch – 2 ( pg 31- 52) of Consumer Behavior in Indian Perspective, Suja R. Nair</p> <p>Ch – 10 of Consumer Behavior by Gurpreet K Chhabra</p> <p>Ch-15 of Consumer Behaviour by Gurpreet K Chhabra</p>
<b>Total Number of Sessions</b>			<b>42</b>

# MANAGEMENT EDUCATION & RESEARCH INSTITUTE

## MASTER OF BUSINESS ADMINISTRATION

### SEMESTER III

#### MS 213- SALES AND DISTRIBUTION MANAGEMENT

#### COURSE OUTLINE

**Course Instructor:**

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#### **COURSE OBJECTIVE**

The basic objective of the course is to acquaint the student in respect of the knowledge, skills and aptitude required to manage sales force and distribution functions in a business organization so as to equip them with the ability to handle customers, make effective sales presentations and hence gain a competitive edge or advantage.

#### *METHODOLOGY*

Direct interaction with students through lectures (structural) case study , role plays, vestibule trainings, Presentation, assignments and Projects.

#### *EVALUATION*

Besides the Semester end- examination, the students will be continuously assessed during the course on the following basis:

(a)	Mid Term Test	:	15 marks
(b)	Presentation/ viva	:	10 marks
(c)	End Term Exams	:	75 marks
	Total	:	100 marks

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**TEACHING PLAN: MS 213- SALES AND DISTRIBUTION MANAGEMENT**

Detailed Course Outline	References	No. of Sessions
<p><i>UNIT I</i></p> <ul style="list-style-type: none"> <li>• Scope and Importance of sales management</li> <li>• The evolving face of personal selling</li> <li>• Personal selling process and approaches</li> <li>• Sales organization structure and strategies</li> <li>• Sales forecasting and sales territory design</li> </ul>	<p><b>Text</b> Sales and distribution mgmt. Tapan K Panda and Sunil Sahadev Chapters- 1,2,6,7&amp; 8</p> <p><b>Reference</b> Sales and distribution mgmt. by S.K.Gupta</p>	<p align="center">2 2 2 2 4</p>
<p><b>UNIT II</b></p> <ul style="list-style-type: none"> <li>• Sales force job description; recruitment, selection and training</li> <li>• Sales force motivation and compensation</li> <li>• Setting of sales quota</li> <li>• Evaluating sales performance</li> <li>• Information technology in sales mgmt.</li> </ul>	<p><b>Text</b> Sales and distribution mgmt. Tapan K Panda and Sunil Sahadev Chapters- 9, 10, 11 &amp; 14</p> <p><b>Reference</b> Sales and distribution mgmt. by S.K.Gupta</p>	<p align="center">2 2 2 2 2</p>
<p><b>UNIT III</b></p> <ul style="list-style-type: none"> <li>• Types and roles of intermediaries</li> <li>• Structure of wholesales, retail and complex distribution arrangements</li> <li>• Channel strategy and design</li> <li>• Managing channel dynamics, relationships and conflicts</li> <li>• Ethical and legal issues in channel</li> </ul>	<p><b>Text</b> Sales and distribution mgmt. Tapan K Panda and Sunil Sahadev Chapters- 15,19,20 &amp; 21</p>	<p align="center">2 2 2 2 2</p>

mgmt.	Reference Sales and distribution mgmt. by S.K.Gupta	
<b>UNIT IV</b> <ul style="list-style-type: none"> <li>Objectives and decision areas of physical distribution system</li> <li>Logistics planning, warehousing and inventory decisions</li> <li>SCM</li> <li>Integration of sales and distribution strategy</li> </ul>	<b>Text</b> Sales and distribution mgmt. Tapan K Panda and Sunil Sahadev Chapters- 18 & 22  <b>Reference</b> Sales and distribution mgmt. by S.K.Gupta	 1 1 1 1 1
<b>UNIT IV</b> <ul style="list-style-type: none"> <li>Portfolio selection and Portfolio Theories</li> <li>Capital Assets Pricing Model</li> <li>Arbitrage pricing Theory</li> <li>Portfolio Revision &amp; Evaluation</li> <li>Introduction to Derivatives</li> </ul>	<b>Text</b> Chandra Prasanna (2009) Chapter 22,23,24,17 and 18  <b>Reference</b> Investments – Bhalla V.K.	 2 2 2 2 2
<b>Total number of Sessions</b>		<b>40</b>

**Text book : Investment Analysis & Portfolio Management by Prasanna Chandra (2012)**

**Supplementary Readings: -**

**Investment : Security Analysis & Portfolio Management by V.K.Bhalla**

**Investments : Analysis and Management by Charles P.Jones**

**Reference : Investments :Analysis and Management by Francis – Mcgraw Hill, USA**

**Study material (Constantly required)**

- ◆ ET (Financial Times & Money & Finance)
- ◆ All Business Magazines/Newspapers
- ◆ R.B.I. Bulletin



**MANAGEMENT EDUCATION & RESEARCH INSTITUTE  
MASTER OF BUSINESS ADMINISTRATION**

**SEMESTER III**

**217- SERVICE MARKETING**

**COURSE OUTLINE**

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**COURSE OBJECTIVES**

- (1) The objective of this course is to develop a basic understanding of various Service marketing concepts, terminologies and processes.
- (2) To develop strategic thinking about customer and market place.
- (3) To make students understand new metaphor that characterizes marketing in the age of information democracy.
- (4) To familiarize students with current marketing practices in organizations.

*METHODOLOGY*

- (5) The pedagogy will be lectures, discussions, case studies, assignments and role-plays.
- (6) Audio-Visual aids will be used during the course.

**EVALUATION**

Besides the semester end- examination, the students will be continuously assessed during the course on the following basis:

(a) Mid term Test	:	15 Marks
(b) Internal Assessment Quiz/Assignment/ Project/Case Studies	:	10 Marks
(c) External University Exams	:	75 marks
<b>Total</b>	<b>:</b>	<b>100 marks</b>

## TEACHING PLAN

Detailed Course Outline	No. of Sessions
<i>UNIT I-----</i> ◆ Introduction to Services Marketing: Meaning and Nature of Services Growing Importance of Services Sector;	4
◆ Classification of Services and Marketing Implications	4
◆ Services Marketing Management Process	2
<b>UNIT II-----</b> • Understanding Consumer Behavior in Services; Consumer Decision Making in Services, Customer Expectations and Perceptions;	3
◆ Defining and Measuring Service Quality and Customer Satisfaction, Servqual, House of Quality ,	3
◆ . GAPs Model; Service Recovery	4

<p><b>UNIT III-----</b></p> <p>◆ Services Marketing Mix: Service Positioning ( discuss it with industries), Services Design and Development; Service Blueprinting;Service Process; Pricing of services; Services Distribution Management</p>	6
<p>◆ . Managing the Integrated ServicesCommunication Mix; Physical Evidence and Servicescape; Managing Service Personnel; Employee and Customer Role in Service Delivery.</p>	6
<p><b>UNIT IV -----</b></p> <p>◆ . Marketing Applications in Select Service Industries: Hospitality Services, Airlines, Tourism Services,Health Care and Wellness: Banking and Insurance Services</p>	10

### **Text Books**

1. Zeithaml V. A. , Bitner M. J. and Pandit, A. (2008), Services Marketing, 5th Edition, Tata McGraw Hill Publishing Co. Ltd. New Delhi.
2. Lovelock C. H., Wirtz, J. and Chaterjee, J. (2010). Service Marketing: People, Technology, Strategy, 6<sup>th</sup> Edition, Pearson Education, New Delhi.

### **Reference Books**

1. Hoffman, K. D. & Bateson, J. E.G. (2006), Marketing of Services, Cengage Learning,
2. Kurtz D. L. and Clow K. E. (2003). Services Marketing. Biztantra, New Delhi.
3. Nargundkar, Rajendra, (2010), Services Marketing Text and Cases, 3rd Edition, Tata McGraw Hill Publishing Co. Ltd. New Delhi.
4. Fitzsimmons, JA, and Fitzsimmons, M.J (2005) Service Management: Operations, Strategy, and Information Technology 5th Edition. Irwin/McGraw-Hill

**MANAGEMENT EDUCATION & RESEARCH INSTITUTE**

**MASTERS OF BUSINESS ADMINISTRATION**

**SEMESTER III**

**MS 219- Customer Relationship Management**

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**COURSE OBJECTIVE**

Basic objective of this course is to enable students to learn Relationship management skills. Students can apply these skills to create competitive advantage in various area of Business Operation. Main attention will be given to practical side of the subject.

**PAEDAGOGY**

The course objective will be achieved through theoretical discussions, case analysis, project, presentations and mid term test.

**EVALUATION**

Besides the semester end- examination, the students will be continuously assesses during the course on the following basis:

- |                              |   |          |
|------------------------------|---|----------|
| (a) Quiz/Assignment/ Project | : | 15 marks |
| (b) Mid term Test            | : | 15 marks |

(C) Internal Assessment	:	10 Marks
(d) External University Exams	:	60 marks
<b>Total</b>	:	<b>100 marks</b>

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## **TEACHING PLAN :**

DETAILED COURSE OUTLINE	REFERENCE	SESSIONS
<u>UNIT I</u> <b>Introduction:</b> Definition, Elements of CRM Importance, Phases of CRM, e-CRM <b>Relationship:</b> Description, Dynamics, Relationship management Theories, Relationship oriented organization, relationship strategy, relationship oriented Organisation, CRM Architecture . <b>Case Study + Quiz</b>	Chapter 1, 2,3	14
<u>UNIT II</u> <b>Marketing Aspect of CRM-</b> Data Customer Knowledge,, Communication channels for CRM- use & influence, Proposition for individual customer- customization of Product& Pricing Organisational Relationship Policy- Segments	Chapter 4,5,6	14

<p>and Contact Moments <b>Assignment</b></p>		
<p><u>Unit III</u> <b>Analytical CRM</b>-Customer Data Management, Data Mining- Need, Value, Process &amp; Analysis, Designing Loyalty Program, Measuring Effectiveness, Cross Selling, Customer Life time value Calculations</p>	<p>Chapter 8, 10,11,12</p>	<p>14</p>

<p><b><u>UNIT IV</u></b></p> <p><b>Operational &amp; System Implementation</b></p> <p>Direct mail and call centers, use of internet for CRM, CRM systems overview, Data warehouse and data mart, CRM road map Project Management, Challenges &amp; emerging trends in CRM</p> <p><b>Presentation on recent topics</b></p>	Chapter13,14,15	14
<p><b>TOTAL NO. OF SESSIONS</b></p>		52

Text Book:

1. Pelen, F. (2009), Customer Relationship Management 1/e Pearson Publication

Ref:

Swift R.S.(2001),Accelerating Customer relationships using CRM and relationship technologies, PHI

Francis Buttel, Customer Relationship Management, Cengage Publication

**MANAGEMENT EDUCATION & RESEARCH INSTITUTE**

**MASTER OF BUSINESS ADMINISTRATION**

**SEMESTER III**

**MS 223- FINANCIAL MARKETS AND INSTITUTIONS**

**COURSE OUTLINE**

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**COURSE OBJECTIVE**

The objective of the course is to give the students an insight into the principles, operational policies and practices of the prominent financial markets and Institutions, their structure and functioning in the changing economic scenario, and to make critical appraisal of the working of the specific financial institutions of India.

*METHODOLOGY*

Direct interaction with students through lectures (structural) case study and Presentation, assignments, Project Study and Presentation etc.

*EVALUATION*

Besides the Semester end- examination, the students will be continuously assessed during the course on the following basis:

(d)	Mid Term Test	:	15 marks
(e)	Presentation/ viva	:	10 marks
(f)	End Term Exams	:	75 marks
	Total	:	100 marks

Contd...2...



**TEACHING PLAN: MS 223 – FINANCIAL MARKETS AND INSTITUTIONS**

<b>Details of Course Outline</b>	<b>Reference</b>	<b>No. of Sessions</b>
<p><b>UNIT – I Introduction to Financial System:</b></p> <ul style="list-style-type: none"> <li>• Financial Markets &amp; Institutions</li> <li>• Financial Intermediation</li> <li>• An Overview of Indian financial system</li> <li>• Financial Instruments/services</li> <li>• Financial Regulators in India- RBI/Finance Ministry/ SEBI/ IRDA</li> </ul>	<p>Text: Indian Financial System - Bharti Pathak Chapter no. 1,-8 book. Reference: Journals &amp; News papers</p>	<p>1 2 2 2 2</p>
<p><b>UNIT – II Financial Markets:</b></p> <ul style="list-style-type: none"> <li>• Money market functions &amp; Instruments.</li> <li>• Indian Money market – An overview</li> <li>• Capital market functions &amp; instruments</li> <li>• Indian Debt Market</li> <li>• Corporate bond market</li> <li>• Interest rate analysis &amp; Yield curves</li> <li>• Indian Equity Market</li> <li>• Primary &amp; Secondary markets</li> <li>• Role of Stock exchange in India</li> </ul>	<p>Text: Chapter no.10, 11, 16,and17 of text book.  Reference: Journals &amp; News papers</p>	<p>1 1 1 2 1 2 1 1 1</p>
<p><b>UNIT – III Financial Institutions:</b></p> <ul style="list-style-type: none"> <li>• Depository &amp; non depository institutions</li> <li>• Commercial banking</li> <li>• Commercial banks role in Project financing</li> <li>• Commercial banks role in working capital financing</li> <li>• Development financial Institutions</li> <li>• Life &amp; non life Insurance Companies in India</li> <li>• Mutual fund and its role in capital</li> </ul>	<p>Text: Chapter no.18 and 20 of the text book.  Reference: Journals &amp; News papers</p>	<p>2 2 2 1 1 1 2</p>

market development <ul style="list-style-type: none"> <li>• Non bank finance companies and Regional Rural Banks</li> </ul>		1
<b>UNIT – IV Other Financial Institutions:</b> <ul style="list-style-type: none"> <li>• Urban Cooperative banks</li> <li>• Rural cooperative Credit Institutions</li> <li>• Pension Fund Regulatory and Development Authority</li> </ul>	Text: Chapter no.13,14 and 16 of the text book. Reference: Journals & News papers	1 1 1
<b>Total number of sessions</b>		<b>35</b>

**TEXT BOOK:**

INDIAN FINANCIAL SYSTEM - By Bharati V. Pathak (2009)

**SUPPLEMENTARY READING :**

INDIAN FINANCIAL SYSTEM - By H.R.Machiraju. (Vikas Publishing house.)

FINANCIAL NEWS PAPERS & JOURNALS

# MANAGEMENT EDUCATION & RESEARCH INSTITUTE

## MASTER OF BUSINESS ADMINISTRATION

### SEMESTER III

#### MS 225 – SECURITY ANALYSIS & INVESTMENT MANAGEMENT

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#### **COURSE OBJECTIVE**

The basic objective of the course is to acquaint the student in respect of the investment decisions related to financial assets, the risks and the returns involved to make aware about the functioning of securities market alongside the theories and concepts involved in portfolio management.

#### *METHODOLOGY*

Direct interaction with students through lectures (structural) case study and Presentation, assignments and Projects.

#### *EVALUATION*

Besides the Semester end- examination, the students will be continuously assessed during the course on the following basis:

(g)	Assignment /Project	:	15 marks
(h)	Presentation/ viva	:	10 marks
(i)	End Term Exams	:	75 marks
	Total	:	100 marks

Contd...2...

**TEACHING PLAN: MS 225- SECURITY ANALYSIS & INVESTMENT  
MANAGEMENT**

<b>Detailed Course Outline</b>	<b>References</b>	<b>No. of Sessions</b>
<p><i>UNIT I</i></p> <ul style="list-style-type: none"> <li>• Investments-Meaning, Nature &amp; scope</li> <li>• Investment Alternatives</li> <li>• Investment Risks, types of Risks</li> <li>• Systematic and non systematic risks</li> <li>• Valuation of securities</li> </ul>	<p><b>Text</b> Chandra Prasanna (2009) Chapter 1,2,4 and 13</p> <p><b>Reference</b> Investments – Bhalla V.K.</p>	<p>2</p> <p>2</p> <p>2</p> <p>2</p> <p>4</p>
<p><b>UNIT II</b></p> <ul style="list-style-type: none"> <li>• Risk Management</li> <li>• Concept of Beta</li> <li>• Securities market line</li> <li>• Capital Market line</li> </ul>	<p><b>Text</b> Chandra Prasanna (2009) Chapter 7,8,11 and 12</p> <p><b>Reference</b> Investments – Bhalla V.K.</p>	<p>2</p> <p>2</p> <p>3</p> <p>3</p>
<p><b>UNIT III</b></p> <ul style="list-style-type: none"> <li>• Fundamental Analysis</li> <li>• Economy Analysis</li> <li>• Industry Analysis</li> <li>• Company Analysis</li> </ul>	<p><b>Text</b> Chandra Prasanna (2009) Chapter 14 and 15</p> <p><b>Reference</b> Investments – Bhalla V.K.</p>	<p>2</p> <p>2</p> <p>2</p>
<ul style="list-style-type: none"> <li>• Technical Analysis</li> <li>• Tools of Technical Analysis</li> <li>• Dow jones Theory</li> <li>• Efficient Market Hypothesis</li> </ul>	<p><b>Text</b></p>	<p>1</p> <p>1</p>

	<u>Chandra Prasanna (2009)</u> Chapter 16 and 9  <b>Reference</b> Investments – Bhalla V.K.	1 1
<b>UNIT IV</b> <ul style="list-style-type: none"> <li>• Portfolio selection and Portfolio Theories</li> <li>• Capital Assets Pricing Model</li> <li>• Arbitrage pricing Theory</li> <li>• Portfolio Revision &amp; Evaluation</li> <li>• Introduction to Derivatives</li> </ul>	<b>Text</b> <u>Chandra Prasanna (2009)</u> Chapter 22,23,24,17 and 18  <b>Reference</b> Investments – Bhalla V.K.	2 2 2 2 2
<b>Total number of Sessions</b>		<b>40</b>

**Text book : Investment Analysis & Portfolio Management by Prasanna Chandra (2012)**

**Supplementary Readings: -**

**Investment : Security Analysis & Portfolio Management by V.K.Bhalla**

**Investments : Analysis and Management by Charles P.Jones**

**Reference : Investments :Analysis and Management by Francis – McGraw Hill, USA**

**Study material (Constantly required)**

- ◆ ET (Financial Times & Money & Finance)
- ◆ All Business Magazines/Newspapers
- ◆ R.B.I. Bulletin
- ◆



**MANAGEMENT EDUCATION & RESEARCH INSTITUTE**

**MASTER OF BUSINESS ADMINISTRATION**

**SEMESTER III**

**MS 227- CORPORATE TAX PLANNING  
COURSE OUTLINE**

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**COURSE OBJECTIVE**

The basic objective of this course is to provide an insight into the concept of corporate tax planning and to equip the students with a reasonable knowledge of tax planning devices. The focus is exclusively on corporate income tax.

*METHODOLOGY*

Direct interaction with students through lectures (structural) case study and Presentation, assignments, Project etc.

*EVALUATION*

Besides the Semester end- examination, the students will be continuously assessed during the course on the following basis:

(a)	Mid Term Test	:	15 marks
(b)	Presentation/ viva	:	10 marks
(c)	End Term Exams	:	75 marks
	Total	:	100 marks

Contd...2...

**TEACHING PLAN: MS 227 – CORPORATE TAX PLANNING**

<b>Details of Course Outline</b>	<b>Reference</b>	<b>No. of Sessions</b>
<b>UNIT – I Introduction</b>  Definitions: Income, Person, Assessee, Assessment Year, Previous Year, Gross Total Income, Total Income; Residential Status and Scope of Total Income on the basis of Residential Status, Agricultural Income,.	Text: Singhania V.K., Singhania Monica, “Corporate Tax Planning and Business Tax Procedures”, Taxman Publications, Delhi	<b>10</b>
<b>UNIT – II Taxation of Companies:</b> Definitions: Company and its Types, Heads of Income, Deductions from Gross Total Income for Companies, Simple Problems on Computation of Taxable Income of Companies, Minimum Alternate Tax u/s 115JB.	Text: Singhania V.K., Singhania Monica, “Corporate Tax Planning and Business Tax Procedures”, Taxman Publications, Delhi	10
<b>UNIT – III Tax Planning:</b> Concepts relating to Tax Avoidance and Tax Evasion and Tax Planning. Tax Planning with Reference to: Location of Undertaking, Type of Activity, Ownership Pattern; Tax Planning relating to: Mergers and Demergers of Companies. Tax Considerations in respect of Specific Financial and Managerial Decisions like Capital Structure Decisions, Deemed Dividend, Make or Buy, Own or Lease, Repair or Renewal, managerial Remuneration.	Text: Singhania V.K., Singhania Monica, “Corporate Tax Planning and Business Tax Procedures”, Taxman Publications, Delhi	12
<b>UNIT – IV Tax Management:</b>  Filing of Returns and Assessments, Penalties and Prosecutions, Appeals and Revisions, Advance Tax, TDS, Advance Rulings, Avoidance of Double Taxation Agreements.	Text: Singhania V.K., Singhania Monica, “Corporate Tax Planning and Business Tax Procedures”, Taxman Publications, Delhi	10

<b>Total number of sessions</b>		<b>42</b>
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**TEXT BOOK:**

1. Ahuja Girish, Gupta Ravi, “Simplified Approach to Corporate Tax Planning and Management”, Bharat Law House Pvt. Ltd., New Delhi
2. Singhanian V.K., Singhanian Monica, “Corporate Tax Planning and Business Tax Procedures”, Taxman Publications, Delhi

**Reference Books:**

1. Ahuja Girish, Gupta Ravi, (2010). Systematic Approach to Income Tax, Service Tax and VAT, Bharat Law House Pvt. Ltd., New Delhi
2. Singhanian V.K., Singhanian Monica (2006) “Student’s Guide to Income Tax”, Taxman Publications, Delhi.
3. Nitin Vashisht and B.B.Lal (2008). Direct Taxes: Income Tax, Wealth Tax and Tax Planning, 29th Edition, Pearson Education.
4. Lal, B.B. (2008). Income Tax and Central Sales Tax: Law and Practice, 29th Edition, Pearson Education.

**MANAGEMENT EDUCATION & RESEARCH INSTITUTE**

**MASTER OF BUSINESS ADMINISTRATION (MBA)**

**SEMESTER – III**

**MS 233 - INDUSTRIAL RELATION & LABOR LAW**

**OBJECTIVE: -**

The management of employees, both individually and collectively, remains a central feature of organizational life. This course is an attempt to understand the conceptual and practical aspects of employee relations at macro and micro levels.

**EVALUATION: -**

- |                           |          |
|---------------------------|----------|
| a) End – Term Examination | 75 Marks |
| b) Presentations          | 10 Marks |



c) Class Performance / Internal

15 Marks

**COURSE CONTENTS: -**

<b>CONTENTS</b>	<b>DURATION</b>
<p style="text-align: center;"><b>UNIT – 1</b></p> <p>Concept of Industrial Relation , Background to Industrial Relation, Evolution to Industrial Relation in India</p> <p>Dynamic concept to Industrial Relation, Globalization and National Economy, Responses to competitive pressures</p> <p>Changes in employment practices, Actors in Employee Relation: Management, Union and State</p> <p>Role of Trade Union in Industrial Relation, changing profiles of major stakeholders of Industrial Relation in India</p>	<p style="text-align: center;">1 session</p> <p style="text-align: center;">1 session</p> <p style="text-align: center;">1 session</p> <p style="text-align: center;">1 session</p> <p style="text-align: center;">8 Hours</p>
<p style="text-align: center;"><b>UNIT – 2</b></p> <p>Employee involvement and participation: concept, objectives and forms</p> <p>Ethical codes, Discipline and grievance management: forms &amp; handling of misconduct</p> <p>Collective bargaining: Importance, forms, process of negotiation</p> <p>Recent trends in collective bargaining, positive employee relation</p>	<p style="text-align: center;">1 session</p> <p style="text-align: center;">2 sessions</p> <p style="text-align: center;">1 session</p> <p style="text-align: center;">1 session</p> <p style="text-align: center;">10 Hours</p>
<p style="text-align: center;"><b>UNIT – 3</b></p> <p>Settlement of machinery for industrial disputes: conciliation, arbitration &amp; adjudication</p> <p>Trade Union Act 1926, Industrial Dispute Act 1947, Factory Act 1948</p> <p>Contract Labor act 1970, payment of bonus act 1965, Industrial employment (Standing order)</p>	<p style="text-align: center;">1 session</p> <p style="text-align: center;">2 sessions</p> <p style="text-align: center;">2 sessions</p>

<p style="text-align: center;">act 1972</p> <p>Minimum wages act 1948, payment of wages act 1963, workers compensation act 1923, ESI act 1948</p> <p>PF &amp; Miscellaneous Provision act 1952, Maternity benefit act 1961</p>	<p style="text-align: right;">2 sessions</p> <p style="text-align: right;">1 session</p> <p style="text-align: right;">14 Hours</p>
<p style="text-align: center;"><b>UNIT – 4</b></p> <p>Industrial Relation &amp; technology change, Adjustment Processes &amp; VRS</p> <p>Recommendations of the second National Labour Commission, ILO</p> <p>ILO, Managing without unions</p> <p>International dimensions of industrial relation, future direction of industrial relation</p>	<p style="text-align: right;">1 session</p> <p style="text-align: right;">1 session</p> <p style="text-align: right;">1 session</p> <p style="text-align: right;">10 Hours</p>

**MANAGEMENT EDUCATION & RESEARCH INSTITUTE**

**MASTER OF BUSINESS ADMINISTRATION**

**SEMESTER-III**

**MS 235 - Training & Developments**

**COURSE OUTLINE**

**Course Objectives:**

This Course aims at educating students on the importance of training needs and issues of human resource development in organization. The persons involved in upgrading management skills pose issues of design and delivery and review of training requirements, which also stands the objective of the given course.

**Pedagogy**

The pedagogy will be Lectures, Case Studies, Role-plays and Group Activities.

Prior reading of suggested course material for each session happens to be a prerequisite for each participant (that includes the Faculty too) to meaningfully reflect his/her point of view. Since the reading material will be quite exhaustive, barring exceptions, the role of faculty member is restricted to that of a facilitator or a moderator. Each session shall involve discussion among participants with practical examples and supplements from the faculty member

## **EVALUATION**

Besides the semester end- examination, the students will be continuously assessed during the course on the following basis:

(a)	Mid term Test	15 Marks
(b)	Internal Assessment	10 Marks
(c)	External University Exams	75 marks
	<b>Total</b>	<b>: 100 marks</b>

## **Training & Developments: Systems & Practices**

### **Teaching Plan**

<i>Course Contents</i>	<i>References</i>	<i>Number of Sessions</i>
<b><u>UNIT-1</u></b> The Training Context:Nature and Scope of Training,	Training and Development Pg.No. 1-7 -Dr P Janakiram	2

Training Challenges,	Training in Organizations Pg No.9- Goldstein, I.L. & Ford, J.K.	2
Forces Influencing Working and Learning,	Employees Training and Development, Chapter 1 Pg No.7 - Raymond Noe, A. (2008).	1
Role of Training in Organizations,	Training and Development Pg.No. 3 -Dr P Janakiram	2
Systematic Approach to Training,	Training in Organizations Chapter 2- Goldstein, I.L. & Ford, J.K.	2
Learning:Theories and Process	Employees Training and Development,Chapter 4- Raymond Noe, A. (2008).	1
Strategic Training,Models of Training- Faculty, Customer, Matrix, Corporate University and Business Embedded Model,	Employees Training and Development,Chapter 2- Raymond Noe, A.	1
Snapshots of Training Practices: Training Facts and Figures, Training Investment		

<p>Leaders etc.</p> <p>Assignment Case Study</p>	<p>(2008). Training in Organizations Page No. 286 - Goldstein, I.L. &amp; Ford, J.K.</p> <p>Employees Training and Development, Chapt er 1 Pg No.26- Raymond Noe, A. (2008).</p> <p>People Matters</p>	
<p><b><u>UNIT-2</u></b></p> <p>Training Needs Analysis: The Process and Approaches of TNA,</p> <p>Organizational Analysis, Requirements Analysis, Task, Knowledge, Skill, and Ability Analysis, Person Analysis, Team Work for Conducting Training Needs Analysis,</p> <p>TNA and Training Process Design, Output Of TNA, Focus on</p>	<p>Effective Training: Systems, Strategies and Practices- Chapter 4 Pearson - Blanchard, P. N. &amp; Thacker, W. J.</p> <p>Effective Training: Systems, Strategies and Practices- Chapter 4 Pearson - Blanchard, P. N. &amp; Thacker, W. J.</p> <p>Effective Training: Systems, Strategies and Practices-</p>	<p>2</p> <p>4</p> <p>2</p> <p>2</p>

<p>Small Business</p> <p>Case Study ,Role Play</p>	<p>Chapter 4 Pearson - Blanchard, P. N. &amp; Thacker, W. J.</p> <p>Human Capital</p>	
<p><b>UNIT 3</b></p> <p>Training Design</p> <p>Training Delivery &amp; Training Evaluation</p> <p>Understanding &amp; Developing the Objectives of Training, Considerations in Designing Effective Training Programs: Selecting and Preparing the Training Site, Selecting Trainers, Program Design: Learning Environment, Pre-training Communication, Facilitation Of Training with Focus on Trainee (Motivation of Trainees, Reinforcement, Goal</p>	<p>Effective Training: Systems, Strategies and Practices- Chapter 5 Pearson - Blanchard, P. N. &amp; Thacker, W. J.</p> <p>Effective Training: Systems, Strategies and Practices- Chapter 9 Pearson - Blanchard, P. N. &amp; Thacker, W. J.</p> <p>Effective Training: Systems, Strategies and Practices- Chapter 8 Pearson - Blanchard, P. N. &amp; Thacker, W. J.</p>	<p>1</p> <p>1</p> <p>4</p>

<p><b>UNIT 4</b></p> <p>Employee Development, Approaches to Employee Development, The Development Planning Process, Companies Strategies to Provide Development, Types of MDP's, EDP's/Seminars and Conferences, Symposia.</p> <p>Career Management , Traditional Career vs. Protean</p>	<p>Effective Training: Systems, Strategies and Practices- Chapter 11 Pearson - Blanchard, P. N. &amp; Thacker, W. J.</p> <p>Employees Training</p>	<p>4</p> <p>2</p>
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### **Text Books**

1. Goldstein, I.L. & Ford, J.K. (2009). Training in Organizations, Cengage Learning.
2. Blanchard, P. N. & Thacker, W. J. (2008). Effective Training: Systems, Strategies and Practices, Pearson

### **Reference Books**

1. Raymond Noe, A. (2008). Employees Training and Development, McGraw Hill Publication.
2. O'Connor, Browner & Delaney (2003). Training for Organizations, Thompson Learning Press (now Cengage Learning).

### **EXTRA READING**



1. *Handbook of Training Evaluation and measurement methods 3<sup>RD</sup> Edition Jack J Phillips*
2. *Training for Development – By Lynton & Pareek*
3. *Training for Management Development – By P.N. Singh*
4. *The Theory & Practice of Training-Roger Buckley & Jim Caple*
5. *Training and Development -Dr P Janakiram*

### **Management Magazines & Journals**

Indian Journal of Training & Development  
Effective Executive by ICFAI press  
Management Review  
Harvard Business Review  
Indian Management by AIMA  
Human Capital  
People Matters  
Vikalpa  
Vilakshan  
Abhigyan  
Abhivyakti  
Business India  
Business Today  
Business World  
Forbes India

# MANAGEMENT EDUCATION & RESEARCH INSTITUTE

## MASTER OF BUSINESS ADMINISTRATION

### SEMESTER-III

#### MS 237 - Performance Management

#### Course Objective:

The objective of the course is to appraise the students about the importance of Performance Management in organizations and impart an understanding of the process and practices of managing performance and development of employees to achieve the organization's current and future objectives.

#### Pedagogy

The pedagogy will be Lectures, Case Studies, Role-plays and Group Activities. Prior reading of suggested course material for each session happens to be a prerequisite for each participant (that includes the Faculty too) to meaningfully reflect his/her point of view. Since the reading material will be quite exhaustive, barring exceptions, the role of faculty member is restricted to that of a facilitator or a moderator. Each session shall involve discussion among participants with practical examples and supplements from the faculty member

#### EVALUATION

Besides the semester end- examination, the students will be continuously assessed during the course on the following basis:

(a)	Mid term Test	:	15 Marks
(b)	Internal Assessment Quiz/Assignment/ Project/Case Study	:	10 Marks
(c)	External University Exams	:	75 marks
	<b>Total</b>	<b>:</b>	<b>100 marks</b>

# Performance Management

## Teaching Plan

<i>Course Contents</i>	<i>Reference</i>	<i>Number of Sessions</i>
<b><u>UNIT-1</u></b>		
<b>Foundations of Performance Management: Concept and Philosophy underlying Performance</b>	Kohli, A.S. & Deb, T. (2009). Performance Management. Oxford University Press, New Delhi Reference Books	<b>1</b>
<b>Management, Significance, Objectives</b>	Agunis, H. (2008), Performance Management, Second Edition. Pearson Education, New Delhi	
<b>Pre-Requisites, and Characteristics of Effective Performance Management;</b>		<b>1</b>
<b>Performance Management versus Performance</b>		

<p><b>Appraisal</b></p> <p><b>Performance Management and Strategic Planning</b></p> <p><b>Performance Management Process-Conceptual Model</b></p> <p><b>Overview of Strategies for Performance Management</b></p>	<p>Agunis, H. (2008), Performance Management, Second Edition. Pearson Education, New Delhi</p> <p>Agunis, H. (2008), Performance Management, Second Edition. Pearson Education, New Delhi</p> <p>Kohli, A.S. &amp; Deb, T. (2009). Performance Management. Oxford University Press, New Delhi Reference Books</p>	<p><b>2</b></p> <p><b>1</b></p> <p><b>3</b></p> <p><b>3</b></p>
<p><b><u>UNIT-2</u></b></p> <p><b>Planning and Implementation of Performance Management</b></p> <p><b>Overview of Performance Planning, Defining Performance and Selecting a Measurement Approach</b></p> <p><b>Developing Job Descriptions, Defining Performance Standards</b></p> <p><b>Key Result Areas Competencies and Skills</b></p> <p><b>Characteristics of Effective Performance Metrics</b></p>	<p>Kohli, A.S. &amp; Deb, T. (2009). Performance Management. Oxford University Press, New Delhi Reference Books</p> <p>Agunis, H. (2008), Performance Management, Second Edition. Pearson Education, New Delhi</p> <p>Kohli, A.S. &amp; Deb, T. (2009). Performance Management. Oxford University Press, New Delhi Reference Books</p>	<p><b>2</b></p> <p><b>4</b></p> <p><b>2</b></p>

<p><b>UNIT 3</b></p> <p><b>Performance Appraisal and Monitoring</b></p> <p><b>Characteristics of effective Appraisals</b></p> <p><b>Methods of Performance Appraisal</b></p> <p><b>Designing Appraisal Forms; Implementing Performance Appraisal Process</b></p> <p><b>Performance Review Discussions; Improving Quality of Performance Ratings</b></p> <p><b>360 Degree Appraisal; e-Appraisal; Performance Monitoring; Performance Management Documentation; Annual Stock Taking</b></p> <p><b>Performance Management Audit</b></p> <p><b>A brief introduction into ERP SAP HR will be introduced for a know how in to the understanding of performance management through technology in this Unit.</b></p>	<p>Kohli, A.S. &amp; Deb, T. (2009). Performance Management. Oxford University Press, New Delhi Reference Books</p> <p>Agunis, H. (2008), Performance Management, Second Edition. Pearson Education, New Delhi</p> <p>Kohli, A.S. &amp; Deb, T. (2009). Performance Management. Oxford University Press, New Delhi Reference Books</p>	<p><b>3</b></p> <p><b>3</b></p> <p><b>1</b></p> <p><b>2</b></p> <p><b>2</b></p> <p><b>3</b></p> <p><b>2</b></p>
<p><b>Other Performance Management and Development Issues: Coaching, Counseling and Mentoring</b></p> <p><b>Potential Appraisal, Competency Mapping; Performance Related Pay</b></p> <p><b>Implementing Performance Management System-Strategies and Challenges;Role of HR Professionals in Performance Management</b></p> <p><b>Ethical and Legal Issues, Appraisal and Management Practices in Indian Organizations.</b></p>	<p>Kohli, A.S. &amp; Deb, T. (2009). Performance Management. Oxford University Press, New Delhi Reference Books</p> <p>Kohli, A.S. &amp; Deb, T. (2009). Performance Management. Oxford University Press, New Delhi Reference Books</p> <p>Kohli, A.S. &amp; Deb, T. (2009). Performance Management. Oxford University Press, New Delhi Reference Books</p>	<p><b>2</b></p> <p><b>2</b></p> <p><b>3</b></p>

**TOTAL SESSIONS**

**44**

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**(\*\*Additional 3-5 sessions would be utilized for presentations and case study discussions)**

## **Text Books**

- 1 Aguinis, H. (2008), Performance Management, Second Edition. Pearson Education, New Delhi
2. Kohli, A.S. & Deb, T. (2009). Performance Management. Oxford University Press, New Delhi

## **Reference Books**

- 3 Bagchi., S.N. (2010). Performance Management, Cengage Learning, New Delhi.
- 4 Smither, J.W. (2009). Performance Management: Putting Research into Practice.
5. Kandula, S.R.(2007). Performance Management. PHI of India, New Delhi
- 4 PK Agarwal (2009) SAP Performance Management ,PHI of India , New Delhi

**MANAGEMENT EDUCATION & RESEARCH INSTITUTE**

**MASTERS OF BUSINESS ADMINISTRATION**

**SEMESTER III**

**MS 239- Talent Management**

**COURSE OBJECTIVE**

The objective of the course is to understand the concept of Talent Management and the importance of retaining Talent in the Organizations.

**METHODOLOGY**

1. The pedagogy will be lectures & presentations and case studies.
2. Audio Visual aids will be used extensively during the course.

**Evaluation**

<b>1) Total Internal Assessment marks</b>		<b>25</b>
Mid Term Test marks	:	10
Assignments marks	:	10
Internal Assessment marks	:	5
<b>2) University External Exams marks</b>		<b>75</b>
<b>TOTAL marks</b>		<b>100</b>

Number of Theory Hours per week: 3 hrs		
<b>Books Recommended</b>		
<b>Primary Text Book</b>	<ol style="list-style-type: none"> <li>1. Berger, L. &amp; Berger, D. (2011) The Talent Management Handbook: Creating a Sustainable Competitive Advantage by Selecting, Developing, and Promoting the best people 2/e, Mcgraw Hill Education.</li> <li>2. Lawler III, E &amp; Ulrich, D. (2008). Talent: Making People Your</li> </ol>	<p>[BB]</p> <p>[LU]</p>



	Competitive Advantage, Wiley.		
<b>Reference Book</b>	<p>3. Cappelli, Peter (2008), Talent on Demand: Managing Talent in an Age of Uncertainty, Harvard Business Press, Boston, Massachusetts.</p> <p>4. Attracting and Retaining Talent (2007), National HRD Network special issue, Hyderabad, Vol. L, Issue 3.</p> <p>5. Rogelberg, S. (2009), Talent Management Essentials Series, Wiley.</p> <p>6. Chowdhary, Subir. The Talent Era, Financial Times/Prentice Hall International.</p>	<p>[C]</p> <p>[ART]</p> <p>[R]</p> <p>[C]</p>	
<b>Topic wise Schedule</b>			

Topic	Book References	No Of Sessions	Presentations, Assignments or Cases Timeline
Talent as an engine of new economy, strategic importance of talent; difference between talent and knowledge worker, leveraging talent, the talent value chain, element, of talent friendly organizations.	[BB]	5	1 <sup>st</sup> and 2 <sup>nd</sup> week of August
Concept of Talent Management; difference between workforce diversity and Talent management. Case study on Talent management	[BB]	5	2 <sup>nd</sup> and 3 <sup>rd</sup> week of August
Talent Management System - elements and benefits of Talent Management System: creating TMS, challenges of TMS Case study on Talent management system	[LU]	3	
Role of HR in Talent Management, building blocks of talents management.	[C]	3	
Competencies-performance management, evaluating employee	[LU]	4	

potential: Talent Multiplication Case study on competencies.			
Talent Planning, Procurement and Deployment - Identifying talent needs, sourcing talent; developing talent, Deployment of talent, establishing talent management system, succession management process Case study on talent planning	[BB]	6	1 <sup>st</sup> week Of September
cross functional capabilities and fusion of talents; talent development budget, value driven cost structure, contingency plan for talent; building a reservoir of talent, leadership coaching. Case study on talent development budget.	[PP]	6	
Talent Retention — Cost and consequences of talent departure, diagnosing causes of talent departure, Measuring and monitoring turnover and retention data, designing engagement strategies. Case study on talent development budget.	[BB]	6	3 <sup>rd</sup> week of September
Return on Talent - Return on Talent measurements, optimizing investment in	[LU]	5	

talent.			
Integrating compensation with talent management; developing talent management information system. <b>Case study on TMIS</b>	[BB]	5	1 <sup>st</sup> week of October
<b>Total</b>		<b>40</b>	



# **MANAGEMENT EDUCATION & RESEARCH INSTITUTE**

## **MASTERS OF BUSINESS ADMINISTRATION**

### **SEMESTER III**

#### **MS 245- Network Application Management**

##### **AIM OF THE SUBJECT:**

The course aims to combine the fundamental concepts of data communications and networking with emphasis on business applications.

##### **PAEDAGOGY**

The course objective will be achieved through theoretical discussions, case analysis, project, presentations and mid term test.

##### **EVALUATION**

Besides the semester end- examination, the students will be continuously assessed during the course on the following basis:

(a) Quiz/Assignment/ Project	:	15 marks
(b) Mid term Test	:	15 marks
(C) Internal Assessment	:	10 Marks
(d) External University Exams	:	60 marks
<b>Total</b>	<b>:</b>	<b>100 marks</b>

<b>opic wise Schedule</b>			
<b>S.N o</b>	<b>Topics to be covered</b>	<b>Book</b>	<b>Durati on</b>
<b>UNIT I</b>			
<b>Data Communication Concepts and Applications:</b>			
1.	Introduction to Data Communications	BN	2
2.	Components of Data Communications	TN	3
3.	Trends in Computer Communications and Networking	BN	2
4.	Network Applications	BN,TN	3
<b>UNIT - II</b>			
<b>Fundamentals of Data Communications and Networking:</b>			
1.	Physical Layer: Architectures	BN,TN	2
2.	Devices and Circuits	BN	2
3.	Data Transmission	BN	2
4.	Data Link Layer: Media Access Control	BN	2
5.	Error Control in Networks	BN,WS	2
<b>UNIT - III</b>			
<b>Networking:</b>			
1.	Network Layer: Network Protocols	TN,DS	1
2.	Network Addressing and Routing	BN,TN	1
3.	Local Area Network (LAN): LAN Components	BN	1
4.	Ethernet (IEEE 802.3), Token Ring (IEEE 802.5)	BN	1
5.	Selecting a LAN, Improving LAN Performance.	TN,BN	1
6.	Back Bone Networks: Backbone Network Components, Fast Ethernet, FDDI.	DS,WS,BN	2
7.	Metropolitan Area Network (MAN) & Wide Area Network (WAN): Dialed Circuit Services.	BN,TN	1

8.	Dedicated Circuit Services, Circuit-switched and Packet-switched Services, Improving MAN & WAN Performance.	TN	2
<b>UNIT – IV</b>			
<b>Network Management:</b>			
14	Design of Business Networks	BN,DS	4
15	Network Management	DS,WS	4
16	Network Security	BN,DS	4
	<b>Total duration</b>		42 Hrs.

### **TEXT BOOKS:**

1. Jerry, FitzGerald and Alan, Dennis (2002). Business Data Communications & Networking. John Wiley & Sons.(BN)
2. Tanenbaum, A. S. (2004). Computer Networks. Pearson Education.(TN)

### **REFERENCE BOOKS:**

1. David A Stamper (2003). Business Data Communications. Addison Wesley. (DS)
2. Stallings, W. (2002). Data and Computer Communications. Prentice Hall of India.(WS)



# MANAGEMENT EDUCATION & RESEARCH INSTITUTE

## MASTERS IN BUSINESS ADMINISTRATION

### Ms 247 - Data Base Management Systems

#### COURSE OUTLINE

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***OBJECTIVES:** The purpose of this course is to enable the students know about the fundamental concepts necessary for designing, using and implementing database systems and applications. It also covers advanced techniques and technologies.*

#### **Methodology**

The pedagogy will be lectures, assignments and presentations

#### **Evaluation**

Besides the semester end examination, the students shall be continuously assessed during the semester on the following basis:

- |   |          |
|---|----------|
| 1. Mid Term Examination   | 15 Marks |
| 2. Internal Assessment (Attendance/Class Performance/<br>Presentation/ Assignments) | 10 Marks |
| 3. End Semester Examinations<br>Marks   | 75       |

Total **100 Marks**

Topic wise Schedule		
Topic	Book	Duration
<b><u>Unit -1</u></b>		
Basic concepts: database & database users	[Korth] Chapter-1	1
characteristics of the database		
Database systems, concepts and architecture, data models, schemas & instances		2
DBMS architecture & data independence	[Korth] Chapter-2	1
Types of DBMS- hierarchical, network		
Relational	[Korth] Chapter-9	2
<b><u>Unit -II</u></b>		
<b><u>ER MODEL:</u></b> Basic concepts, design issues, constraints, keys, Data modeling using the entity-relationship approach.	[Korth] Chapter-2	2

<p><b><u>SQL:</u></b> a relational database language: DDL Commands DML Commands Aggregge functions, NULL values</p> <p>Views in SQL</p> <p>Queries in SQL</p> <p>Specifying constraints in sql.: Domain constraints, referential integrity constraints</p>	<p>[Bayross] Chapter-7,8,9</p> <p>[Bayross] Chapter-11</p> <p>[Bayross] Chapter-11</p>	<p>3</p> <p>2</p> <p>1</p>
<p><b><u>Unit –III</u></b></p> <p>Oracle Architecture, Logical Data Structures</p> <p>Data Definition and Data Manipulation: Numeric and String Functions, Date Functions</p> <p>INTRODUCTION TO PL/SQL: logic, loops and conditional statements</p> <p>Exceptional Handling and Triggers</p> <p>Procedures , Functions and Cursors</p>	<p>[Korth] Chapter-18</p> <p>[Bayross] Chapter-18</p> <p>[Bayross] Chapter-18</p> <p>[Bayross] Chapter-16</p>	<p>1</p> <p>2</p> <p>2</p> <p>1</p> <p>2</p>
<p><b><u>Unit –IV</u></b></p> <p>Relational algebra: relational model concepts</p> <p>Relational data base design: function</p>	<p>[Korth] Chapter-3</p> <p>[Korth]</p>	<p>1</p> <p>1</p>

dependencies	<b>Chapter-7</b>	
<b><u>NORMALISATION:</u></b> 1NF , 2 NF, 3 NF AND BCNF		
Multi valued and 4 NF	[Korth] <b>Chapter-7</b>	2
Transaction, Concurrency: ACID Properties		
Transaction states, deadlocks		
Two Phase locking protocol	[Korth] <b>Chapter-16</b>	3
<b>TOTAL NUMBER OF SESSIONS</b>		<b>28</b>

#### **Books Recommended**

1. Silberschatz and Korth, "Data Base System and Concepts", Pearson Education, 5<sup>th</sup> Ed., 2006  
**[Korth]**
  2. Ivan Bayross, SQL, PL/SQL- The Programming Language of Oracle, BPB Publication, New Delhi  
**[Bayross]**
- 3 Elmsari and Navathe, "Fundamentals of Database Systems", Pearson Education, 5<sup>th</sup> Ed., 2006.

MANAGEMENT EDUCATION & RESEARCH INSTITUTE

MASTER OF BUSINESS ADMINISTRATION

SEMESTER III

**MS 253- Export-Import Policies, Procedures and Documentation**

**COURSE OUTLINE**

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**COURSE OBJECTIVE**

The course has been designed with following objectives:

- i) The purpose of this course is to familiarize students with policy, procedures and documentation relating to foreign trade operations
- ii) To train them to handle the export-import.

*METHODOLOGY*

(7) The pedagogy will be lectures, discussions, case studies, assignments.

(8) Marks distribution.

(a) Class Test –Unit Wise Quiz/Assignment/ Presentations	10Marks
(b) Mid term Test	15 Marks
(c) External University Exams	75 marks

**Total : 100 marks**

**Session-wise Teaching-Learning Plan:**

<b>S.No.</b>	<b>Topic</b>	<b>References</b>	<b>No. of Sessions</b>
	<p><b>Unit 1</b></p> <ul style="list-style-type: none"> <li>• Policy Framework for India's Foreign Trade in Pre- and Post-liberalisation Era;</li> <li>• Export-Import Policy,</li> <li>• Infrastructural Support for India's Foreign Trade: Policy Formulating, Consultative and Deliberative Bodies;</li> <li>• Export Promotion Councils,</li> <li>• Commodity Boards and Product Development Authorities;</li> <li>• Support Organizations and Services – IIFT, ITPO, Export Inspection Agencies; Indian Council of Arbitration; FIEO, Commercial Representatives Abroad; State Governments and their Role in Trade</li> <li>• Promotion; Canalization Policy and Role of Public Sector Organizations</li> </ul>	<p>Ch – 1, 18, of prescribed text</p> <p>Chapter 15 of (Pages 247-274) of Khushpat Jain.</p>	<p><b>5</b></p> <p><b>5</b></p>
2.	<p><b>Unit II- Part A</b></p> <ul style="list-style-type: none"> <li>• Setting up Export Company, IEC Number / RCMC from Export Promotion Council, Benefits and Costs.</li> <li>• Export Sales Contracts - Terms / Conditions, Terms of Shipment,</li> <li>• Processing of Export Order</li> </ul>	<p>Chapter 2, 7,11, of prescribed text.</p>	<b>5</b>
3.	<p><b>Unit II- Part B</b></p> <ul style="list-style-type: none"> <li>• Documentation : Proforma Invoice, Commercial Invoices and its Attestation, Packing List,</li> <li>• Inspection Certificate, Certificate of Origin, Shipping Bills, AR4 Form,</li> </ul>	<p>Chapter 4, 6, 20 of prescribed</p>	<b>5</b>

	<p>Mate's Receipt, GR Form,</p> <ul style="list-style-type: none"> <li>• Marine Insurance Policy, ECGC Policy, Bill of Exchange, Bank Realization Certificate, Bill of lading,</li> <li>• Airway Bill, BSP Certificate / Spl Consular Invoice and other related documents.</li> </ul>	text.	
4.	<p><b>Unit III</b>  Methods and Terms of Payments for Exports; Cargo, Credit and Foreign Exchange Risks: Procedure for Filing Claims; Quality control and Pre-shipment Inspection; Excise and Custom Clearance;  Export Incentives: Major Incentives and Procedures for Claiming them,  Procurement for Exports – Planning and Methods of Procurement for Exports;  Custom Clearance of Imports – Regulations and Procedures;  Managing Risks Involved in importing ; Duty Exemption Schemes : Objectives, Benefits, Procedures and Documentation; Schemes for Import of Capital Goods: Procedures for New/second Hand Capital Goods.</p>	Chapter 3,12, 13, 14, 15, 23, of prescribed text.	10
5.	<p><b>Unit IV</b>  Foreign Trade Financing and Insurance Schemes: Pre-and Post-shipment Export Credit Schemes, Import Financing Schemes; Role of</p>	Chapter 20, 21 & Chapter 25 of prescribed text	10

	EXIM Bank and Commercial Banks; Export Credit and Foreign Exchange Covers, Export Credit and Guarantee Corporation (ECGC), Financial Guarantees; Export / Trading/ Star trading/ Superstar Trading Houses : Objective Criteria and Benefits; Procedures and Documentation; Policy for EOU / FTZ / EPZ units : Objectives, Criteria and Benefits; Procedures and Documentation.		
<b>Total Number of Sessions</b>			<b>40</b>

**Prescribed Text:**

International Trade, Policy, Practices, Procedures & Documentation by C. Jeevanandam.

**Suggested Readings:**

1. Export & Import Procedures and Documentation by Khushpat S. Jain, 6<sup>th</sup> Edition (2010), Himalaya Publishing House.
2. Export- Import and Logistics Management, Usha Kiran Rai, 2nd Edition, PHI learning publications.
3. International Trade Operations, Dr. Ram Singh, Excel Books Publication.



# MANAGEMENT EDUCATION & RESEARCH INSTITUTE

## MASTER OF BUSINESS ADMINISTRATION

### SEMESTER III

#### MS 255- WTO and Intellectual Property Rights

*Globalization and technological advancement has been helpful in changing the mindset and attitude of the people. This has brought a paradigm shift in international business. International business has been helpful in erasing the boundaries among the countries. In global environment it is impossible to understand and succeed in business without understanding the repercussions of business realities and developments in other countries. For this it is important to understand global perspective, cross cultural, legal and economic environmental changes.*

#### COURSE OBJECTIVE

The course has been designed with the objective to make student understand the global business environment and its influence on the role of the business executives.

#### **PEDAGOGY**

Prior reading of suggested course material for each session happens to be a prerequisite for each participant (that includes the Faculty too) to meaningfully reflect his/her point of view. Since the reading material will be quite exhaustive, barring exceptions, the role of faculty member is restricted to that of a facilitator or a moderator. Each session shall involve discussion among participants with practical examples and supplements from the faculty member.

#### **EVALUATION**

(a)	Case Study Participation/Project	:	10 marks
	Presentation / assignment		
(b)	Mid Term Test	:	15 marks
(c)	University Exams	:	75 marks
	Total	:	100 marks

**Session-wise Teaching-Learning Plan:**

<b>S.No.</b>	<b>Topic</b>	<b>References</b>	<b>No. of Sessions</b>
1.	Unit1  GATT and Evolution of World Trade Organization (WTO), Role of WTO in International Trade, Main Features of WTO, New Issues in WTO:Environment, Investment, Competition Policy, Government Procurement, Trade Facilitation, Electronic Commerce, Social Clause, Labour Standards; Implementation and Implication.	Ch 1,2 &4	12

2.	<p><b>Unit 2 –</b>  General Introduction in the Intellectual Property Law: The Notion of Intellectual Property, Historical  Background, The Main Fields of Intellectual Property, Industrial Property Law: Inventions, Industrial  Creations Characterized by Relative Novelty (innovations), Know-How, Industrial Designs and Models, Utility Models, Layout-designs of Semiconductor Integrated Circuits (semiconductor chips),  Plant Varieties, Trademarks, Geographical Indications, Trade-names, Emblems, Other Distinctive Signs; Scientific Discoveries, Neighbouring Rights.</p>	Ch 1&2 WIPO	10
3.	<p><b>Unit 3 –</b> IPR and Economic Development, Copyright Law ("Rights of Authors"), Correlation of Intellectual  Property Law with Unfair Competition, Common Features of the Intellectual Property Rights, Legal  Nature of the Intellectual Property Rights, Position of the Intellectual Property Law in the Legal System</p>	Ch9	10

4.	<p><b>Unit4-</b>  International Protection of Intellectual Property: The World Intellectual Property Organization, The Agreement on Trade-Related Aspects of Intellectual Property Rights ("TRIPS"), The Paris Convention for the Protection of Industrial Property, The Patent Cooperation Treaty, The Hague Agreement Concerning the Deposit of Industrial Designs, The International Convention for the Protection of New Varieties of Plants, The Budapest Treaty on the International Recognition of the Deposit of Microorganisms, The Madrid Agreement Concerning the International Registration of Trademarks and the Protocol Relating to the Madrid Agreement, The Trademark Law Treaty, The Berne Convention for the Protection of Literary and Artistic Works, The Rome International Convention for the Protection of Performers, Producers of Phonograms and</p>	Ch10	10
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	Broadcasting Organizations, The Geneva Convention for the Protection of Producers of Phonograms Against Unauthorized Duplications of their Phonograms.		
<b>Total Number of Sessions</b>			<b>42</b>

**Reference**

**World trade organization International trade Joint ventures & Foreign collaboration ICSI  
Intellectual property law P. Narayanan**