

**Course Structure of IVth Semester
of
Master of Business Administrative
Batch 2018-19**



IIMT UNIVERSITY
MEERUT

**IIMT UNIVERSITY, Meerut
(Website: www.iimtu.com)**

MBA Evaluation Scheme
MBA Semester – IV (2018-19 Batch)

Sl. No.	Subject Code	Subject Title	Periods			Evaluation Scheme					Credits
			L	T	P	Sessional			ESE	Total	
						CT	TA	Total			
1	MBA-401	Corporate Governance	4	0	0	20	10	30	70	100	4
2	MBA-402	Entrepreneurship Development	4	0	0	20	10	30	70	100	4
3	MBA-403	Research Project Report and Viva Voce	0	0	12	20	60	60	140	200	7
4	MBA-MK 03	Marketing of Services	3	0	0	20	10	30	70	100	4
5	MBA-MK 04	Digital Marketing	3	0	0	20	10	30	70	100	4
6	MBA-FM 03	Management of Financial Institutions & Services	3	0	0	20	10	30	70	100	4
7	MBA-FM 04	Financial Derivatives	3	0	0	20	10	30	70	100	4
8	MBA-HR 03	Leadership & Personality Development	3	0	0	20	10	30	70	100	4
9	MBA-HR 04	Negotiation & Conflict Management	3	0	0	20	10	30	70	100	4
10	MBA-IB 03	Trading Blocks & Foreign Trade Frame Work	3	0	0	20	10	30	70	100	4
11	MBA-IB 04	Cross Cultural Management	3	0	0	20	10	30	70	100	4
12	MBA-IT 03	Database Management System	3	0	0	20	10	30	70	100	4
13	MBA-IT 04	System Analysis & Design	3	0	0	20	10	30	70	100	4
14	MBA-SLM 03	Production Planning & Control	3	0	0	20	10	30	70	100	4
15	MBA-SLM 04	Contract and Project Management	3	0	0	20	10	30	70	100	4
16	ECC 421	Seminar on Industrial Visit	0	0	1		25	25		25	1
17	ECC 422	University Social Responsibility	0	0	1		25	25		25	1
18	ECC 423	Spoken Tutorial	0	0	1		25	25		25	1
19	ECC 424	NPTTEL	0	0	1		25	25		25	1
TOTAL										900	35

Note- Students have to opt two specializations with each specialization consists of two papers.

ESE- End Semester Examination

CA - Class Test

TA - Teacher Assessment

Paper Code: MBA-303

Paper: RESEARCH PROJECT REPORT

1. In fourth semester, the candidates will have to submit a Research Project Report on a problem/topic (from the specialization areas) to be assigned by the department MBA under the supervision of a core faculty member of the department. The Research Project Report will carry 200 marks. The evaluation of the project report will be done by two examiners (external & internal). The evaluation will consist of (1) Evaluation of Project Report(2) Evaluation of Viva on Project. The evaluation of Project Report will comprise of 60 marks and would be evaluated by internal guide. The evaluation of Viva Voce of Project would comprise of 140 marks and would be evaluated by two examiners (1 external and 1 internal).The average of the marks awarded by the 2 examiners will be taken into account for the results. In case the difference in the awards given by the examiners is 30 or more marks, the project report will be referred to the third examiner. In such cases the average of two closer awards (given by three examiners) will be taken into account for the results. The report will contain the objectives and scope of the study. Research Methodology, use, importance of the study, analysis of data collected, conclusions and recommendations. It will contain relevant charts, diagrams and bibliography. A certificate of the supervisor and the Head of the MBA program certifying the authenticity of the report shall be attached therewith. The student will submit two copies of the report to the Head of MBA program. The number of pages in the report will be 75 or more. The report should be typed in A-4 size paper.

The parameter on which both evaluation (1 & 2) would be carried on would be on the basis of:

The scheme of evaluation for Project Report

Evaluation Criteria	Relevance of Objectives with topic (20)	Relevance of Research Methodology (20)	Interpretation & Analysis (20)	Total (60)
---------------------	--	---	-----------------------------------	---------------

The scheme of evaluation of Viva voce

Evaluation Criteria	Understanding of Objectives with Topic (30)	Understanding of Relevance of Research (30)	Interpretation & Analysis (40)	Presentation & Communication skill (20)	Query Handling (20)	Total (140)
---------------------	--	--	-----------------------------------	--	------------------------	----------------

Paper Code: MBA-401
CORPORATE GOVERNANCE

Course Credit: 4

Total Lectures: 40

Course Objectives

- To introduce the concept and importance of corporate governance.
- To know the facets of corporate governance being practised in India.
- To know international practices of corporate governance.

Unit I: Conceptual Framework of Corporate Governance

Meaning; Theories and models of corporate governance; Key managerial personnel (KMP); Secretarial audit; Class action; NCLT; Insider trading; Rating agencies; Green governance/e-governance; Shareholder activism; Theories of Corporate Governance – Agency Theory, Stewardship Theory, Stakeholder Theory; Models of Corporate governance – the outsider & insider model, US & UK, Japanese and Indian model; Mechanism of corporate governance.

Unit II: Corporate Governance Framework

Corporate boards and its powers, responsibilities, disqualifications; Board committees and their functions- remuneration committee, nomination committee, compliance committee, shareholder's grievance committee, investors relation committee, investment committee, risk management committee, and audit committee.

Unit III: Corporate Governance Framework in India

Corporate governance framework in India, SEBI, Company law and accounting, CII Code on Corporate Governance, National Code on Corporate Governance (1999), Chandra Committee on Auditing and Governance.

Corporate Governance Committees - Cadbury Committee on CG1992, Hampel Committee 1995, Confederation of Indian Industry (CII) 1996, Narayana Murthy Committee Report2003, Dr. J. J. Irani Report on company Law 2005, Challenges & Future of Corporate Governance in India.

Unit IV: Major Corporate Governance Failures

Bank of credit and commerce international (UK), Maxwell communication corporation and Mirror group newspapers (UK); Enron (USA); World.com (USA); Andersen worldwide (USA); Vivendi (France); News of the world (UK); Satyam computer services ltd (India); Sahara (India); Kingfisher ltd (India); common governance problems noticed in various corporate failures.

Unit V: Whistle-blowing and Corporate Governance

The Concept of whistle-blowing; types of whistle-blowers; whistle-blower policy; the whistle-blower legislation across countries; developments in India.

Skill Development

(These activities are only indicative, the Faculty member can innovate)

Employable Skills	Measuring Tool
Ability to understand various concepts & cases related to Corporate Governance.	Classroom Discussion, Exercise
Prepare an essay that analyze facts and reason behind corporate governance failure.	Complete short essay quizzes given throughout the semester given in the respective areas that evaluate identification and analysis of code concepts.
Develop reasoning abilities by analysing corporate governance framework in India.	Group assignment, Case study analysis

Course Outcomes

After going through this course the student will be able to:

- Have an insights into various concepts & cases related to Corporate Governance
- Gain a deeper understanding of the various aspects, factors related to corporate governance.
- Explain why business ethics is an integral part of every business organization. 3. Understand the reason behind corporate governance failure.
- Develop analytical skills and widen the understanding of macro environmental issues by applying the knowledge of macroeconomic policies and their impact on corporate governance structure.

Suggested Readings

1. Fernando, A.C. (2012). *Business ethics and corporate governance*. New Delhi, India: Pearson.
2. Mallin, C. A. (2017). *Corporate governance*. New Delhi, India: Oxford University.
3. Bhattacharyya, A. K. (2016). *Corporate Governance in India: Change and Continuity*. New Delhi, India: Oxford University.
4. Tricker, B. (2015). *Corporate governance: Principles, policies and practices*. New Delhi, India: Oxford University.

ENTREPRENEURSHIP DEVELOPMENT

Course Credit: 4

Total Lectures: 40

Course Objectives

- To provide basic understanding of entrepreneurship concept, functions of entrepreneurs, and problems faced by them in the real world.
- To impart understanding of basic entrepreneurial skills and knowledge, and acquaint them with special forms of entrepreneurial trends.
- To expose students to the entrepreneurial environment, creating awareness of business opportunities, and familiarizing them with formal practices in effective business plan formation.
- To provide insights to students on entrepreneurial opportunities, government support services and government policies.
- To familiarize students with SME sector activities, venture capital financing and international entrepreneurial opportunities.

Unit – I: Introduction

Definition of entrepreneur, Internal and external factors, Functions of an entrepreneur, Entrepreneurial motivation and barriers, Classification of entrepreneurship, Development of entrepreneurship, Stages in entrepreneurial process, Factor affecting entrepreneurial growth – economic, non-economic factors, Traits/Qualities of an entrepreneur, Problems of entrepreneurship.

Unit – II: Creativity and Entrepreneurial Plan

Idea generation, Screening and project identification, Creative performance, Feasibility analysis: Economic, Marketing, Financial and Technical; Project Planning- Evaluation, Monitoring and Control segmentation.

Unit – III: International Entrepreneurship Opportunities

The nature of international entrepreneurship, importance of international business to the firm, International versus domestic entrepreneurship, Stages of economic development.

Unit – IV: Institutional Support for new ventures

Role of Government in promoting Entrepreneurship, MSME policy in India, Agencies for Policy Formulation and Implementation - District Industries Centers (DIC), Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB).

Financial Support System - Forms of Financial support, Long term and Short term financial support, Sources of Financial support, Development Financial Institutions, Investment Institutions.

Unit – V: Family, Non Family Entrepreneur and Venture Capital

Role of professionals, Professionalism vs family entrepreneurs, Woman entrepreneur - Problems of women entrepreneurship in India, Developing women entrepreneurship in India.

Venture capital – Meaning and nature and overview, Venture capital process, Locating venture capitalists.

Rural Entrepreneurship - Challenges and opportunities

Skill Development

(These activities are only indicative, the Faculty member can innovate)

Skill Development

Employable Skills	Measuring Tools
Identify the business of your choice and describe stages in entrepreneurial process	Group assignment, Case study analysis
Select a project and perform feasibility analysis.	Group assignment, Case study analysis
Prepare charts for the organisation providing financial support to entrepreneurs.	Group assignment

Course Outcomes

- There will be ability to understand the context of entrepreneurial activities so as to undertake them in due course of time.
- There will be ability to focus on key strengths and potentials that students can convert into entrepreneurial competencies for their future careers.
- They shall be able to identify future business opportunities indifferent business environments and plan a business process.
- They will be able to identify and seek help from different levels and types of state and national level agencies.
- They will be able to apply their entrepreneurial capabilities in the SME sector, deploy knowledge of venture capital financing and exposure to international entrepreneurial opportunities.

Suggested Readings

1. Vasant, D. (2018). *Small-scale industries and entrepreneurship*. New Delhi, India: Himalaya.
2. Ravi, C. (2003). *Entrepreneurial success: A psychological study*. New Delhi, India: Sterling.
3. Aruna, K. (2003). *Entrepreneurship management*. New Delhi, India: Vikas.
4. Dollinger, M. J. (1999). *Entrepreneurship*. New Delhi, India: Prentice- Hall.

Paper Code: MBA-MK 03
MARKETING OF SERVICES

Total Lectures: 40

Course Credit: 4

Course Objectives

- To emphasize the significance of services marketing in the global economy.
- To make the students understand the deeper aspects of successful services marketing.
- To provide insights to the challenges and opportunities in services marketing.

Unit - I: Introduction to Services marketing

Definition, Significance, Characteristics of Services (Intangibility, Inconsistency, Inseparability and Inventory), Classification of Services, Consumer Behaviour in Services: Search, experience and credence attributes, Pre & post experience evaluation, Factors influencing customer expectation of service, Extended Marketing Mix for Services: Need for additional three marketing mix elements in Services, Financial & economic impact of service.

Unit - II: Traditional Marketing Mix Elements in Services

Service Product: Customer perception, Customer satisfaction, Tolerance zone, Service quality - ServQual, GAP model and Critical incident model, Concept of loyalty & creation of a loyalty programme, Service recovery, Impact of service failures versus product failures, Nature of complaining behaviour— Complaint Resolution, Service Recovery Process.

Service Pricing: Costs of service delivery, Customer Profitability Measurement, Revenue management Techniques, Price Discrimination and Segmented Pricing.

Service Place: Delivering services through intermediaries & electronic channels.

Service Promotion: Integrated service marketing communication, Visual merchandising, Referrals, Challenge of Service communication.

Unit - III: Service Process

Service design & standards – Process service blue print, Demand & capacity management, Quality function deployment (QFD), Standardization (hard / soft measures), Service delivery, Self-service technologies.

Unit - IV: Globalisation of Services

Stages of Globalisation; International Marketing Services; Emerging Trends; Principal Driving Forces in Global Marketing of Services; Key Decisions in Global Marketing; Services Strategy and Organising for Global Marketing.

Employees' Role in Service Delivery, Service Culture: Internal Marketing, Service-Profit Chain.

Unit - V: Applications of Service Marketing

Marketing in Tourism, Hospitality, Airlines, Telecom, IT & ITES, Sports & Entertainment, Logistics, Healthcare sectors (Examples/Case studies on these applications are expected).

Skill Development

(These activities are only indicative, the Faculty member can innovate)

Employable Skills	Measuring Tools
Identify a service provider of your choice and describe marketing mix for services.	Group assignment, Case study analysis
Deciding the pricing based on the time and other resources that could be utilized by the service provision.	Classroom Discussions
Designing promotional strategy and ensuring efficiency in terms of return on investments, setting targets and tracking results	Case study analysis, Group assignment
The service provision needs to be delivered to the target group using a specific channel, which is named distribution channel.	Group assignment

Course Outcomes

- Students will develop understanding and application of factors in the design of effective service marketing framework.
- Students will improve upon their conceptual skills and understanding applications of service marketing in various areas.
- Discuss consumer and buyer behavior models as they influence customer purchase decision-making.
- Explain the prospect of the global market and application of digitalization to reach there.

Suggested Readings

1. Rao. (2011). *Service marketing*. New Delhi, India: Pearson.
2. Zeithaml. (2017). *Services marketing: Integrating customer focus across the firm*. New Delhi, India: McGraw Hill.
3. Hoffman, K. D. J., & Bateson, E. G. (2003). *Essential of service marketing: Concepts, strategies and cases*. New Delhi, India: Thomson.
4. Kurtz, D. L., & Clow K. E. (2003). *Services marketing*. New Delhi, India: Biztantra.

Paper Code: MBA-MK 04

DIGITAL MARKETING

Total Lectures: 40

Course Credit: 4

Course Objectives

- To help students understand digital marketing practices, inclination of digital consumers and role of content marketing.
- To provide understanding of the concept of E-commerce and developing marketing strategies in the virtual world.
- To impart learning on various digital channels and how to acquire and engage consumers online.
- To provide insights on building organizational competency by way of digital marketing practices and cost considerations.
- To develop understanding of the latest digital practices for marketing and promotion.

Unit - I: The Technological Society

Introduction to internet and WWW technology including security; Introduction to digital marketing and e-commerce: Business models, Business Models on the Web; Public policy: social, legal, ethical, political issues for e-commerce; Mobile e-commerce, Killer apps for strategic goals; Retailing (e-tailing); Disintermediation; Channel conflict; Pricing Strategies in 'fluid e-retail markets; Services online: Online content & digital media, B2B e-commerce, Global opportunities and issues.

Unit - II: Marketing in the Age of Fragmentation

Mapping Digital Marketing Media; The Long Tail; The Economics of the Attention Economy; Gold Haber's Attention Economy; Know your customer - Buyer behaviour, segmentation, targeting; The customer experience - Web design, customer service, Quality of the online experience; Characteristics of E Marketing: Addressability, Interactivity, Accessibility, Connectivity, Control.

Unit - III: Digital Marketing Tools

Website, branding, banner ads, affiliate marketing, Paid search, search engine optimization (SEO), comparison shopping engines, Email, RSS, podcasting, Blogs, Viral, Wikis, CRM, Auctions, Portals, Online Branding, Communication and Branding in the Networked Economy, Search Engine Marketing, Online Communities and Innovation Communities, Mass Collaboration and Crowd-sourcing: How does the Internet help Innovate? Social networks, Value creation through Social Networking.

Unit - IV: Web analytics & Marketing Metrics

Marketing research, The New Rules of Customer Intelligence: Laboratory Marketing and Customer Branding, Understanding Digital Analytics, Acquisition, Engagement and Conversion, Measuring Social Impact, Multi-Touch Analytics, Mobile Analytics, The Future of Digital Analytics: Big Data.

Unit - V: The technology behind Internet Marketing

Common Shares in Online Marketing, Running an Internet Marketing Services Business, Interactive Marketing: New Channel, New Challenge, Global Internet Marketing, Localization and Customization, Measuring Internet Marketing Effectiveness: Metrics and Website Analytics, Trust in Internet Marketing, Ethical and Legal Issues, Internet of the future: "Customization".

Skill Development

(These activities are only indicative, the Faculty member can innovate)

Employable Skills	Measuring Tools
Analysing the Digital behavior of the target markets and drawing up a digital marketing plan based on the findings	Group assignment, Case study analysis
Identify as the opportunities and challenges facing an organisations who wish to use digital marketing techniques.	Assignment
Cost-benefit analysis for the short term digital marketing project	Assignment and presentation

Course Outcomes

- It will develop proficiency in interpreting marketing strategies in the digital age and provide fundamental knowledge for working in an online team.
- It will enable them to develop various online marketing strategies for various marketing-mix measures.
- It will guide them to use various digital marketing channels for consumer acquisition and engagement.
- It will help in evaluating the productivity of digital marketing channels for business success.
- It will prepare candidates for global exposure of digital marketing practices to make them employable in a high growth industry.

Suggested Readings

1. David, W. (2000). *E-commerce strategy, technologies and applications*. New Delhi, India: Tata McGraw Hill.
2. Schneider, G. P., & Perry, J. T. (2000). *Electronic commerce*. New Delhi, India: Thomson.
3. Bajaj, K. K., & Debjani, N. (1999). *E-commerce: The cutting edge of business*. New Delhi, India: Tata McGraw Hill.
4. Winfield, T. G., & Lawrance, S. C. (1999). *Designing systems for internet commerce*. New Delhi, India: Addison Wesley.
5. Charles, T. (2000). *E-commerce strategies*. New Delhi, India: Prentice Hall of India.

Paper Code: MBA-HR 03
LEADERSHIP AND PERSONALITY DEVELOPMENT

Total Lectures: 40
Course Credit: 4

Course Objective

- This course aims in developing personal effectiveness as well as acquiring and sharpening leadership skills in the students.
- The course consists of all the necessary concepts required to manage people in the current dynamic world.

UNIT – I: Introduction

Leadership - meaning, functions and myths about leadership; Components of leadership- leader, followers and situation; Styles and types of leadership; Leadership skills- basic skills and advanced skills, Building technical competency.

UNIT- II: Group Dynamics

Assessing leadership & measuring its effects; Group- stages of group development, group structure and group cohesion; Team - team characteristics, building high performance teams, Ginnetts team effectiveness, Leadership model.

UNIT – III: Personality

Personality - meaning, personality patterns, symbols of self, moulding the personality pattern, persistence & change; Theories of personality – Big Five Model, MBTI and Maturity immaturity theory.

UNIT – IV: Personality Determinants

Personality determinants - An overview of personality determinants; Evaluation of personality - sick personalities and healthy personalities.

UNIT – V: Training

Training - concept, advantages and disadvantages of training, Training methods, Training need assessment; Transactional analysis; Johari – Window.

Skill Development

(These activities are only indicative, the Faculty member can innovate)

Employable Skills	Measuring Tool
Ability to identify and apply the knowledge of subject practically in real life situations	Exercise Workshop Quiz Classroom Discussions

Course Outcomes

Upon successful completion of this course, the student will be able to:

- Analyse the behaviour of individuals and groups in organisations
- Assess the potential effects of leadership style on organisational behaviour.
- Critically evaluate the potential effects of training on organisational effectiveness.
- Analyse organisational behavioural issues in the context of organisational behaviour theories.

Suggested Readings

1. Haldar, U. K. (2011). *Leadership and team building*. New Delhi, India: Oxford.
2. Mohan, C. (2007). *Leadership and management*. New Delhi, India: Himalaya.
3. Hughes, R., Ginnett, R. C., & Curphy, G. J. (2011). *Leadership: Enhancing the lessons of Experience*. New Delhi, India: McGraw Hill.
4. Noe, R. A., & Kodwani, A. D. (2012). *Employee training and development*. New Delhi, India: Tata McGraw Hill.
5. McShane, S. L., & Glinow, M. A. V. (2001). *Organizational behaviour: Emerging realities for the workplace revolution*. New Delhi, India: Tata McGraw Hill.

Paper Code: MBA-HR 04
NEGOTIATION AND CONFLICT MANAGEMENT

Total Lectures: 40
Course Credit: 4

Course Objectives:

- To make students understand the basic concept of negotiation and conflict.
- They can deal with the dynamic environment of the real work situations.

Unit – I: Introduction

Negotiation: nature, characteristics and elements of negotiation; Strategy and tactics of distributive bargaining and integrative bargaining; Strategy and planning for negotiation; Stages of negotiation process.

Unit – II: Effective Negotiation

Important skills for effective negotiation; Breakdown of negotiation - Causes and Consequences; Role of mutual trust and understanding in negotiation; Role of perception, Cognition and emotion communication in negotiation process; Tactics to win a negotiation process; Challenges for effective negotiators; Seven pillars to negotiation wisdom.

Unit – III: Practices in Negotiation

Best practices in negotiation - Basic structure of BATNA; Alternative Dispute Resolution (ADR); International and Cross Cultural Negotiation (Hofstede's Cultural Dimensions, GLOBE study)

Unit – IV: Conflict

Conflict - meaning, concept, source and types of Conflict; Myths about conflict; Traditional and modern approaches to conflict; Functional and dysfunctional conflicts; Conflict process, Management of conflict - Resolution & Stimulation techniques, Model of conflict resolution.

Unit – V: Emotional Intelligence

Importance of emotional intelligence; Understanding individual level, group level and organizational level of conflict; Cross-cultural differences in approaches to conflict; Developing conflict management skills.

Skill Development

(These activities are only indicative, the Faculty member can innovate)

Employable Skills	Measuring Tool
Identify best practices in negotiation	Classroom Discussion
Demonstrating an understanding of negotiation skills in an organization.	Group Discussion
Develop an understanding on handling conflicts.	Exercise

Course Outcomes

- Have an in-depth knowledge of negotiation skills.
- Become familiar the practices in negotiation.
- Become familiar about the organizational conflict and strategies to handle conflicts.

Suggested Readings

1. Roy, L. J., David, S. M., & Bruce, B. (2011). *Negotiation*. New Delhi, India: McGraw Hill.
2. Michael, C. R., & Heavrin, H. C. (2008). *Negotiating essentials: Theory, skills, and practices*. New Delhi, India: Pearson.
3. Cohen, S. (2002). *Negotiating skills for managers*. New Delhi, India: McGraw Hill.
4. Bray, M., Deery, S., Walsh, J., & Waring, P. (2011). *Industrial relations: A contemporary approach*. New Delhi, India: Tata McGraw Hill.
5. Pareek, U. (2011). *Understanding organizational behaviour*. New Delhi, India: Oxford.

Paper Code: MBA-FM 03
MANAGEMENT OF FINANCIAL INSTITUTIONS AND SERVICES

Total Lectures: 40
Course Credit: 4

Course Objectives

- To inculcate the knowledge about financial system in India.
- To make students familiar with financial institutions and their constitutions in India.
- To get the students exposed to financial services in Indian financial market.

Unit - I: Introduction to Financial System & Regulatory Institution

Introduction, structure of financial system, Equilibrium in financial markets, Financial system and economic development, Reserve Bank of India - Constitution of RBI, Organization and Management of RBI, Functions of RBI, SEBI- constitution and organisation, objectives and regulatory approach, power, scope and functions of SEBI – highlights of SEBI's performance, appraisal of SEBI Work, corporate governance and SEBI.

Unit - II: Banking Institutions

Commercial Banks (Meaning, Functions, Management, Structure of Commercial Banks), Co-operative Banks, Regional Rural Banks, Non- performing assets; unorganized sector- Reforms in Banking sector in India; E-Banking in India.

Unit - III: Management of Non-Banking Financial Intermediaries -I

Small savings- Importance, characteristics of small saving, types of small saving media ,growth of small saving schemes , Provident Funds, rules and growth of provident funds in India , Pension funds, pension plans ,New pension system(NPS) challenges to NPS, Insurance companies, regulation of IRDA, overview of working of LIC and GIC, UTI – introduction, structure and size of UTI and working of UTI , mutual funds organisation, types of schemes, valuation of units, structure and size of , Growth of mutual fund Industry.

Unit - IV: Management of Non-Banking Financial Intermediaries -II

NBFCs Nature and categories , importance , structure and growth & regulation of NBFCs , loan companies, Investment companies, Hire Purchase introduction, financing through hire purchases credit ,sources of Hire purchase ,terms of hire purchase, Lease finance, types of lease, growth of leasing industry. ; Merchant Banks ,venture capital funds, Factors , Credit rating, Depository and custodial services

Unit - IV: Non –Banking statutory financial organisation

DFIs- Meaning and importance of development financial institutions. IDBI, ICICI, IFCI, NABARD and SFCs – introduction and major objectives. Features of assistance and & major schemes.

Skill Development

(These activities are only indicative, the Faculty member can innovate)

Employable Skills	Measuring Tool
Ability to explain components of financial system.	Classroom Discussion
Basic insight about schemes, interest rates of various sources of finance.	Exercise, Case Study, Presentation

Course Outcomes

After completing this course students will be able to reach the following outcomes:

- Explain the financial system of India and its components.
- Developing a clear understanding of banking institutions in India and role of RBI as regulatory authority.
- Explain the various non-banking institutions in India and their role in financial system.

Suggested Readings

1. Bhalla, V. K. (2004). *Managing international investment and finance*. New Delhi, India: Anmol.
2. Bhall, L. M. (2004). *Financial institutes & markets*. New Delhi, India: Tata McGraw Hill.
3. Fabozzi, F. J. (2002). *Foundations of financial markets and institutions*. New Delhi, India: Prentice Hall.
4. Meir, K. (2000). *Financial institutions and markets*. New Delhi, India: Tata McGraw Hill.
5. Mishkim, F. S., & Eakins, S. (2017). *Financial markets institutions*. New Delhi, India: Prentice Hall.

Paper Code: MBA-FM 04
FINANCIAL DERIVATIVES

Total Lectures: 40
Course Credit: 4

Course Objectives

- To make students familiar with derivative market and application of derivatives.
- To develop the understanding among the students of benefits and risk of Derivatives
- To impart the skills in students of hedging the risk through derivatives

Unit - I: Introduction to Derivatives market

Meaning, features, evolution, types of Derivatives; Types of traders; Derivative market in India; Present scenario of derivative market in India.

Unit - II: Introduction to Futures

Futures contract – Meaning, features, types, functions, pricing of futures contract, currency Futures, hedging in currency futures, speculation and arbitrage in currency futures, Application of market index, Index futures in the Stock Market.

Unit - III: Introduction to Options

Option contract - Meaning, features, types (Call and PUT Options), Hedging with currency options, Speculation and Arbitrage with currency options.

Unit – IV: Valuation of Options

Pricing options, General principles of pricing, Black Scholes option pricing model index, Hedging with index options, Speculation and arbitrage with index options, Index options market in Indian stock market, Use of different option strategies to mitigate the risk, Future v/s Option.

Unit – V: Introduction to Financial Swaps

Swap contract - Meaning, features, interest rate swaps, mechanics and valuation of interest rate swaps; Currency swaps - mechanics and valuation of currency swaps, managing market risk, hedging schemes.

Skill Development

(These activities are only indicative, the Faculty member can innovate)

Employable Skills	Measuring Tool
Impart skills in students of hedging the risk through derivatives	Classroom Discussion, Practice session
Familiarize students with derivative market and application of derivatives.	Classroom discussion , Presentations

Course Outcomes

Upon successful completion of this course, the student will:

- Understand how derivative securities work and how they are traded.
- Understand the principles of derivatives pricing, including the implications of arbitrage.
- Be able to price forward and futures contracts using the cost of carry model.
- Be able to value options using the binomial and Black-Scholes option pricing models.
- Be prepared to use futures and options in financial risk management, speculation and arbitrage.
- Learn important lessons from derivatives disasters.

Suggested readings

1. Gupta, S. L. (2017). *Financial derivatives: Theory, concept and problems*. New Delhi, India: PHI.
2. Chugh, A., & Maheshwari, D. (2012). *Financial derivatives: The currency and rate factor*. New Delhi, India: Pearson.
3. Kumar. (2007). *Financial derivatives*. New Delhi, India: PHI.
4. Parasuraman, N. R. (2014). *Fundamentals of financial derivatives*. New Delhi, India: Wiley.

Paper Code: MBA-IT 03
DATABASE MANAGEMENT SYSTEM

Total Lectures: 40
Course Credit: 4

Course Objective

- The course has been designed to introduce the students with the applications of systems designed to manage the data resources of organizations.
- The course gives an insight to students about the concept of data mining and warehousing.
- The course familiarizes the student with requirement and working of database administrator.

Unit - I: Introduction to Database

Organization of database; Components of database management systems; Data models; Entity-relationship model; Network data model; Hierarchy data model; Relational data model; Semantic data model; Advantages of DBMS.

Unit - II: Relational Database Design

Integrity constraints; Functional dependencies; Normalization; Physical database design; Decomposition of relation schemes.

Unit - III: Data Mining & Data Warehousing

Introduction to data mining & data warehousing; Knowledge extraction through data mining.

Unit - IV: Oracle & SQL

Structured Query Language, Oracle- Creating tables; Applying column constraints; Inserting rows; Views, Snapshots, Indexes & Sequences; PL/SQL structure, Cursor, Triggers, Procedures, Functions & package.

Unit - V: Database Utility

Database utilities; Security, Object/basic database administration/ Remote data access; Backup and recovery concepts - Backup and recovery issues, Categories of failures, Statement failures, User process failure, Network failure, User errors, Instance failure, Instance recovery.

Skill Development

(These activities are only indicative, the Faculty member can innovate)

Employable Skills	Measuring Tool
Ability to Identify the requirements for the database based on the purpose for the database and the data to fill the database.	Classroom Discussion, Exercise
Create a database design based on the requirements for the database, create the physical database, and load data into the database.	Classroom Discussion, Exercise
After loading the database, carry out sample queries that would be performed on the actual database. Show the results of the sample queries.	Classroom Discussion, Exercise

Course Outcomes

- The student will be able explain about the various types of database models.
- The student gains knowledge about the working of relational model with the help of various SQL queries.
- The conceptual knowledge of remote data access, data warehousing and mining helps the student understand more about working pattern of Industries.

Suggested Readings

1. Turban., Rainer., & Potter. (2003). *Introduction to information technology*. New Delhi, India: John Wiley and sons.
2. Sinha, P.K., & Sinha, P. (2002). *Foundation of computing*. New Delhi, India: BPB.
3. O'Brien, J. A. (2005). *Introduction to information systems*. New Delhi, India: TMH.
4. Norton, P. (2001). *Introduction to computers*. New Delhi, India: TMH.
5. Rajaraman, V. (2004). *Introduction to information technology*. New Delhi, India: PHI.

Paper Code: MBA-IT 04
SYSTEM ANALYSIS & DESIGN

Total Lectures: 40
Course Credit: 4

Course Objectives

- This course aims at acquainting these students with tools techniques of planning and analyzing Information system.
- This course helps students in designing, implementing and maintaining Information system.

Unit - I: Introduction

Systems concept; Characteristics of a system; Elements of system; Types of systems; Decision support system; System development life cycle - Investigation, analysis, design, implementation, post implementation review and maintenance.

Unit - II: Systems Planning and Investigation

Basis for planning in systems analysis - Dimensions of planning, initial investigation, needs identification.

Unit - III: Information Requirements

Determining the user's information requirements, Feasibility study, Feasibility considerations, Steps in feasibility analysis, Feasibility report.

Unit - IV: Structured Analysis

Tools of structured analysis - Data Flow Diagram (DFD), Entity Relationship Diagrams, Data Dictionary, Process Modelling, Structured English, Decision Tree & Decision Table, Object Oriented Analysis (OOA) and Object Oriented Design (OOD).

Unit - V: Information Security

Basics of information security, Types of attacks, Viruses, Virus control, Hackers, Overview of risks associated with internet, Intrusion detection risk management, Disaster recovery plan, Cryptography and authentication, Managing risk, Information security policy, Creating a secure environment, Internet security standards.

Skill Development

(These activities are only indicative, the Faculty member can innovate)

Employable Skills	Measuring Tool
Identify the decision areas in which information is required	Classroom Discussion
Through knowledge of data flow diagram	Exercise
Study of system analysis and design in the era of E-commerce	Exercise, Classroom Discussion
Understanding of different system development life cycle models	Classroom Discussion

Course Outcomes

- The student will be able to know the various phases of making of information systems and to take various steps to protect the system from threats which can cause serious damage.
- The student will be able to know the various techniques and approaches so that they may analyze and develop business systems more effectively and efficiently.

Suggested Readings:

1. Dennis, A., & Wixom, B. H. (2002). Systems analysis and design: An applied approach. New Delhi, India: John Wiley & Sons.
2. Pressman, R. S. (2001). Software engineering: A practitioner's approach. New Delhi, India: Tata McGraw-Hill.
3. Dewitz, S. D. (2002). System analysis and design and the transition to objects. New Delhi, India: Tata McGraw-Hill.
4. Whitten, J. L., & Bentley, B. L. (2000). System and design methods. New Delhi, India: Tata McGraw-Hill.

Paper Code: MBA-IB 03
TRADING BLOCKS & FOREIGN TRADE FRAME WORK

Total Lectures: 40
Course Credit: 4

Course Objectives

- To provide specialize knowledge in international trade
- The main objective of this course is to familiarize the students with the international trade environment and the special decision variables underlying the discharge of different blocks function in a multinational corporation

Unit - I: Introduction to Foreign Trade policy

India's foreign Trade policy- origin, meaning and importance, determinants of Indian foreign trade policy (Salient Features of EXIM POLICY), Regional economic integration.

Unit - II: Balance of Payment

Flow of foreign trade and trade relations, India's balance payment, Theory of balance of payment, Balance of trade, Performance of India's external sector and recent trade reforms, Sectoral analysis of India's foreign trade and India's trade basket.

India's trade agreement with SAARC, European Unions (EU), US, ASEAN, BRICS, OPEC India's with common wealth countries.

Unit - III: International Institution

Institutionalization of international trade, Pre GATT scenario, Establishment of WTO, Summit of WTO, Settlement of disputes under WTO, Concepts and objectives of TRIPs, Law and procedure, Trademarks, Copy rights, TRIMS, General agreement on Trade in services (GATS).

Unit - IV: Regional Integration

Regional blocks - NAFTA, SAFTA, ASEAN; India's Trade relationship with major Trade Blocks in the world; India's Trade agreements with various blocks.

Unit - V: Foreign Direct Investment

Foreign investment policy – policy framework for FDI in India, FDI trend of FII and FDI in India.

Skill Development

(These activities are only indicative, the Faculty member can innovate)

Employable Skills	Measuring Tools
Role of regional block in international business.	Assignment, Presentation
Analysis and present world bank loan to India in various governments.	Group Assignment, Group Presentation
Present the Balance of Payment chart of India for the latest year	Presentation
Collect and present in tubular form foreign aid to India during at least last 10 years	Group assignment, Classroom Discussions

Course Outcome: After successful completion of this course, the student will be able to:

- Explain why business ethics is an integral part of every international trade.
- Understand the business and related factors; and business's dependency on the interactions with different international groups.
- Demonstrate an understanding of the forces that shape the international trades and blocks

Suggested Readings:

1. Cherrunilam, F. (2009). *International trade and export management*. New Delhi, India: Himalya.
2. Sharan, V. (2010). *International Business: Concept, environment and strategy*. New Delhi, India: Pearson.
3. Bennett, R. (2012). *International business*. New Delhi, India: Pearson.
4. Charles W. L. H., & Jain, A. K. (2008). *International business*. New Delhi, India: Tata McGraw-Hill.
5. Joshi, R. M. (2009). *International business*. New Delhi, India: Oxford University Press.

Paper Code: MBA-IB 04
CROSS-CULTURAL MANAGEMENT

Total Lectures: 40
Course Credit: 4

Course Objectives

- To consider the nature of intercultural communication.
- To learn to think across cultural differences.
- To experiment with different ways of acting in cross-cultural situations.
- To reflect on the cultural foundations of economic systems and of organizational practices.

Unit - I: Introduction

Introduction understanding culture: Values, world views and socio-cultural systems What is culture and why is it important? How do people react to cultural differences? Can we measure or graph cultural differences? Is it possible to change a culture? If so, how? What does culture have to do with business? Ways of describing cultural differences Going International, (Assignment): Come to class with an idea for discussion.

Unit - II: Cultural Diversity and Multicultural Teams

The impact of cultural differences on individuals, Verbal and non-verbal communication across cultures, Kohlberg's theory of moral reasoning, Measuring cultural development, The historical origins of beliefs and values, Impact of cross cultural communication, Kohlberg, Malcolm X, and Martin Luther King Jr, Are some societies better than others?, Relativism vs. development, Respect cultural differences vs. stages of development, The possibility of an international subculture.

Unit - III: Conflict and Negotiation

Gender differences, Gender, multi ethnicity, religion, geography Body language, The culture of poverty, Hofstede's dimensions, Cultural aspects of international business negotiations, Negotiation process, Negotiation Strategies.

Unit - IV: Cultural Diversity

Cultural diversity and multicultural teams National cultures vs. organizational cultures, Knowledge cultures, Cross-cultural intelligence and managerial competence, Motivating across cultures, Management of cross-culture teams, Leadership traits required for managing cross culture teams Participatory Strategic Planning and the Technology of Participation Change in corporate culture: the example of quality improvement.

Unit - V: Culture and Ethics

Culture and ethics Understanding significance of cultural values & ethics in cross boarder businesses, Corporate Culture and Cross Border HRM and Employment Practices with respect to Japan, European countries, US, China, corporate social responsibility in MNC's, The McDonald's Corporation.

Skill Development

(These activities are only indicative, the Faculty member can innovate)

Employable Skills	Measuring Tool
Diversity and the measures which are followed to respect the cross-cultural activities.	Classroom Discussion
Understanding of the strategy of managing the cross cultural aspect in an organization or from a socio perspective.	Exercise, Presentation

Course Outcomes

- Present an overview and analyze different meanings and dimensions of "culture";
- Describe and analyze the impact of culture on business practices;
- Explain and analyze the impact of national culture on organizational cultures;
- Understand the impact of culture on Human Resource Management;
- Explain how leadership differs across cultures.

Suggested Readings

1. Madhavan, S. (2011). *Cross culture management*. New Delhi, India: Oxford University.
2. Singh, N. K. (2012). *Eastern and cross culture management*. New Delhi, India: Springer.
3. Gannon, M. J. (2008). *Paradoxes of culture and globalization*. New Delhi, India: Sage.

Paper Code: MBA-SLM 03
PRODUCTION PLANNING & CONTROL

Total Lectures: 40
Course Credit: 4

Course Objectives

- To understand the various fundamentals and functions of production planning and control.
- To impart learning on work study procedures and practices.
- To generate understanding on the essentials of product/ process planning and useful tools to accomplish both.
- To develop knowledge and ability to undertake production scheduling procedures.

Unit - I: Introduction

Meaning and objective of production planning & control; Functions, roles & responsibilities of PPC manager, Forecasting – objectives, different techniques of production forecast.

Unit - II: Production Planning and Control

Process of production planning and control – Routing, scheduling, dispatching, loading and controlling, PPC- Job, batch, mass (assembly), continuous and Master Production Schedule.

Unit - III: Plant layout

Plant layout, Types of plant layout, Aggregate planning – meaning, strategies and cost, concept of aggregate planning - capital intensive and labour-intensive.

Unit - IV: Break down and preventive maintenance planning

Break down and preventive maintenance planning, Waste management, value and waste, Types of waste; 5S techniques of eliminating wastes.

Unit - V: Control Systems

Control systems - Product control systems, Gantt charts, Bar charts.

Skill Development

(These activities are only indicative, the Faculty member can innovate)

Employable Skills	Measuring Tool
Develop a Master Production Schedule (MPS).	Classroom Discussion
Select the best alternative among different production schedules based on costs analysis	Assignment, Exercise
Propose a production planning and control system to supervisor which would minimise problems	Case study

Course Outcomes

- Students will improve upon their conceptual skills, understanding and application of tools and techniques of production management in business practices in real time.
- Students will develop understanding and application of factors in the design of effective production systems.
- Students will understand the control system in organization.

Suggested Readings

1. Telsang, M. (2000). *Industrial engineering and production management*. New Delhi, India: Sultan Chand.
2. Bedi, K. (2007). *Production and operations management*. New Delhi, India: Oxford University.
3. Buffa, E. S., & Sarin, R. K. (2000). *Modern production/operations management*. New Delhi, India: John Wiley and Sons.
4. Gaither, N., & Frazier, G. (2007). *Operations management*. New Delhi, India: Thomson.
5. Chary. (1997). *Production and operations management*. New Delhi, India: Tata McGraw-Hill.

Paper Code: MBA-SLM 04
CONTRACT AND PROJECT MANAGEMENT

Total Lectures: 40
Course Credit: 4

Course Objectives

- To develop basic concepts and theories of project management and feasibility study of projects.
- To develop conceptual skills, understanding and application of tools and techniques of Project management (CPM, PERT) in business practices.
- To familiarize about the design and implementation issues related to Project Life cycle.
- To familiarize about the various contracts associated with Project Management

Unit - I: Introduction

Meaning and objectives of contract management, Make and buy decisions, Factors affecting contracting, Law of contract in brief, Contract management process cycle, Types of contracts.

Unit - II: Project Contract

Understanding the project contract, D-B-B (Design, Bid, Build), D-B (Design, Build), B-O-T (Build, Operate, Transfer), Types of constructions contract, Cost plus fixed fee contract, Cost plus incentive fee, Cost plus award fee contract, Fixed price level contracts, Procurement processes in contract management.

Unit - III: Works Contracts

Awarding works contracts, Contract management skills, Contract performance management, Incentives and penalties, Procedures for amendment in contracts, Contract and Project audit.

Unit - IV: Project Management

Defining project management, Project cycle, Project processes, Project management principles, Responsibilities of the Project manager, Project evaluation and selection criteria, Different players in project management, their roles and responsibilities, Project planning, Scoping, Work break down structure (WBS), Project process flows, Project customization.

Unit - V: Project Implementation

Phases of project implementation, Project monitoring and control, Change in project management process, Tools for changing processes, Project closure, Understanding risk project, Identify risk in project, Key project management process (PMBOK), Monitoring and controlling risk.

Skill Development

(These activities are only indicative, the Faculty member can innovate)

Employable Skills	Measuring Tool
Business Project Management for various contracts i.e. Construction Contract	Assignment, Presentation
Prepare feasibility report for particular project	Assignment, Presentation

Course Outcomes

- The students would be able to determine the feasibility of new projects.
- Students will improve upon their conceptual skills, understanding and application of tools and techniques of Project management in business practices in real time.
- The student would be able to identify the risks related to Project Management.
- The student would be having knowledge of various contracts associated with Project Management.

Suggested Readings

1. Chandra, P. (2017). *Projects: Planning, analysis, selection, financing, implementation and review*. New Delhi, India: Tata McGraw-Hill.
2. Gopalakrishnan, P., & Ramamoorthy, V. E. (2014). *Project management*. New Delhi, India: Macmillan.
3. Cleland, D. I. (1998). *Project management: Strategic design and implementation*. New Delhi, India: Tata McGraw.
4. Gupta, K., & Chawla, P. K. (2011). *Project management*. New Delhi, India: Wiley.