

## **CURRICULUM & COURSE CONTENT FOR PG DIPLOMA –**

### **FIRST SEMESTER**

#### **SEM-I**

**Course Name:** organization behavior

**Course Code:**

**Course Objectives:**

After reading this lesson, you should be able to:

- Understand the Nature of Management
- Identify and Describe the Functions of Management
- Understand the Social Responsibilities of Business
- Appreciate the Interests of Various Stakeholders in The Business.

#### **Module 1:**

- Nature of Management - Social Responsibilities of Business - Manager and Environment Levels in Management - Managerial Skills
- Planning - Steps in Planning Process - Scope and Limitations
- Short Range and Long-Range Planning - Flexibility in Planning
- Characteristics of a sound Plan
- Management by Objectives (MBO) - Policies and Strategies - Scope and Formulation - Decision Making - Techniques and Processes.

#### **Module 2:**

- Organizing - Organization Structure and Design
- Authority and Responsibility Relationships - Delegation of Authority and Decentralization
- Interdepartmental Coordination - Emerging Trends in Corporate Structure
- Strategy and Culture - Impact of Technology on Organizational design
- Mechanistic vs Adoptive Structures - Formal and Informal Organization.

#### **Module 3:**

- Perception and Learning - Personality and Individual Differences
- Motivation and Job Performance
- Values, Attitudes and Beliefs
- Stress Management
- Communication Types-Process – Barriers
- Making Communication Effective.

#### **Module 4:**

- Group Dynamics - Leadership - Styles - Approaches - Power and Politics
- Organizational Structure - Organizational Climate and Culture - Organizational Change and Development.

#### **Module 5:**

- Comparative Management Styles and approaches
- Japanese Management Practices
- Organizational Creativity and Innovation - Management of Innovation
- Entrepreneurial Management
- Benchmarking
- Best Management Practices across the world
- Select cases of Domestic & International Corporations
- Management of Diversity.

#### **Reference:**

- Drucker, Peter, F., 1981. Management: Tasks, Responsibilities and Practices, Allied Publishers, New Delhi.
- Hodgets, Richard M., 1986, Management Theory: process and Practice, Academic Press, London.
- Stoner, James. A.F. and Freeman.E.R., 1989. Management, Prentice Hall of India, New Delhi.
- Katz R.L., 1974. Skills of an Effective Administrator, Harvard Business Review, 52(5) 90- 102.

### **Course Name: marketing Management**

#### **Course Code:**

**Course Objectives:** To make student understand the meaning of marketing, its importance and implementation in hospitality industry. To aware them about segmentation of marketing and various pricing strategies and to give information regarding various sources of promotion and communication and inform them about marketing research, data collection etc.

#### **Module 1: HOSPITALITY MARKETING FUNCTION**

- Introduction, meaning marketing vs. selling,
- 7 ps of marketing
- The customer: wants, needs, perception, buying capacity
- understanding services as Product: characteristics of services, challenges involved in service marketing.
- The buying decision process.
- The Hospitality Marketing Function
- Characteristics of hospitality business.
- The concept of marketing Mix

- Products life cycle
- The Hospitality products/services mix.

### **Module 2: MANAGING THE MARKETING SYSTEM**

- Strategic Marketing The concept of strategy
- The concept of strategic planning
- The strategic Marketing system
- Strategy selection
- Problems with strategic plan
- The Marketing Plan
- Marketing Management vs. strategic Planning
- Requirements for a marketing plan
- Step or Development of a Marketing Plan
- The marketing budgets

### **Module 3: MARKET SEGMENTATION**

- What is market segmentation, why segment market?
- Segment identification Segment selection Segment development
- Pricing Factors to consider when setting price
- General pricing approaches
- Pricing strategies

### **Module 4: MARKETING COMMUNICATION AND PROMOTION**

- Advertisement: media, frequency and budget Measuring Advertisement effectiveness.
- Publicity, Public Relation
- Direct/Personal Selling, process of Personal Selling,
- E-commerce marketing.
- Sales Promotion, Merchandizing, Suggestive selling

### **Module 5: MARKETING RESEARCH**

- Meaning, Importance, Process of Research
- Data Collection – Types of Data, Sources of Data collection
- Sampling, Hypotheses – Meaning & Types
- Report Writing – Steps involved, Layout of report , precautions while writing research report

### **Reference:**

- Philip Kotler (1987) Marketing: An Introduction. ...
- Ramaswamy, V.S., 2002, Marketing Management, Macmillan India, New Delhi.
- Kotler P, Armstrong G, 2008, Principles of Marketing, 9th Edition, Prentice Hall, New Delhi.
- Gandhi J.C, 1985, Marketing –A Managerial Introduction, Tata McGraw-Hill , New Delhi.

Course Name: Quantitative Methods

**Course Code:**

**Course Objectives:** On completion of this course, the students will be able to

- Understand various quantitative & statistical methods
- Understand data and draw inference from data
- Calculate and interpret statistical values by using statistical tool (correlation & regression)
- Demonstrate an ability to apply various statistical tool to solve business problem

**Module 1:**

- Permutation and Combination, Matrices and Determinants, Functions.

**Module 2: Meaning and Classification of Quantitative techniques, Statistics:**

- Meaning, Scope and Limitations, Collection, Classification, Tabulation and Presentation of Statistical Data
- Characteristics of Frequency Distributions
- Measures of Central Tendency, Partition Values, Measures of Dispersion.

**Module 3: Probability:**

- Concepts, Sample Space, Rules of Probability
- Independent Events, Bayes' Rule, Random Variable
- Simple-Correlation and Regression analysis.

**Module 4: Time Series:**

- Analysis and its Components
- Measurement of Secular Trend
- Measurement of Seasonal Variation
- Forecasting with Moving Average.

**Module 5:**

- Linear Programming, formulation and Graphical Solution
- Transportation problems and Solutions by North-West Corner rule
- Least Cost method and Vogel's approximation method
- Optimum Solution by MODI method
- Assignment Problem and its solution.

**Reference:**

- Quantitative Methods: An Introduction for Business Management by Author(s): Paolo Brandimarte
- "Quantitative Methods for Decision Making Using Excel" by Branko Pecar and Glyn Davis
- "Quantitative and Decision Making Techniques" by A K Bewoor and D R Waghole

**Course Name:** human resource management

**Course Code:**

**Course Objectives:** The primary concern of this course is to develop an appreciation effective of effective management of human resources and to enable the students to meet HR challenges in present scenario.

**Module 1:**

- Strategic importance HRM; objectives of HRM; challenges to HR professionals; role, responsibilities and competencies of HR professionals;
- HR department operations;
- Human Resource Planning - objectives and process;
- Human resource information system.

**Module 2:**

- Talent acquisition; recruitment and selection strategies, career planning and management, succession planning, socialization and induction of new employees;
- Training and development, investment in training, training need assessment, designing and administering training program; executive development program, evaluation of T & D program.

**Module 3:**

- Appraising performance; developing and instituting performance appraisal system, assessment and development centers, potential appraisal;
- Rewarding performance; linking rewards to organizational objectives,
- Determine compensation structure, pay for performance and incentive plans, ESOP, executive compensation, designing and administering benefits and services.

**Module 4:**

- HR in knowledge era; HR in knowledge industry, HR in virtual organizations, HR in mergers and acquisitions, outplacement, outsourcing HR functions, employee leasing,

**Reference:**

- Human Resource Management by Gary Dessler
- HR from the Outside In: Six Competencies for the Future of Human Resources by Dave Ulrich, Jon Younger, Wayne Brockbank, Mike Ulrich



## **CURRICULUM & COURSE CONTENT FOR PG DIPLOMA –**

### **SECOND SEMESTER**

**Course Name:** MANAGERIAL ECONOMICS

**Course Code:**

**Course Objectives:** The course in Managerial Economics attempts to build a strong theoretical foundation for Management students. The course is mainly analytical in nature and focuses on clarifying fundamental concepts from microeconomic viewpoint. The students are expected to study and analyse the dynamics of managerial decision making through this course. Also wherever possible, students are expected to study, analyse and interpret empirical evidence and case studies available currently on various basic concepts.

#### **Unit 1. Introduction of Managerial Economics and Demand**

- Definition, Nature and Scope of Managerial Economics
- Managerial Economics and Microeconomics and macroeconomics
- Managerial Economics and decision-making
- Uses and Significance of Managerial Economics

#### **Unit 2. Introduction of Demand**

- Meaning and Determinants of Demand
  - Demand Function
  - Law of Demand Market Demand
  - Elasticity of Demand
  - Types and Measurement of Elasticity
- Demand Forecasting
  - Meaning, Significance
  - Methods of Demand Forecasting

#### **Unit 3. Production**

- Production Function
- Law of Variable Proportions
- Law of Supply
- Elasticity of Supply
- Measurement of Elasticity of Supply.
- Costs of Production.
  - Short run and long run costs
  - Economies of Scale
  - Cost estimation and cost forecasting
  - Breakeven analysis.



#### **Unit 4. Pricing Under Various Market Forms**

- Perfect competition
- Monopoly Monopolistic Competition
- Oligopoly
- Price Discrimination
- Pricing Strategies and Methods
  - Cost plus Pricing
  - Marginal cost Pricing
  - Price Leadership
  - Transfer Pricing
  - Seasonal
  - Cyclical Pricing

#### **Unit 5. Need For Government Intervention in Markets**

- Price Support
- Price Controls
- Prevention and Control of Monopolies
- System of Dual Prices

#### ➤ **Reference Books:**

- Managerial Economics – Analysis, Problems and Cases, P.L.Mehta, Sultan Chand and Sons, New Delhi.
- Managerial Economics - Varshney and Maheshwari, Sultan Chand and Sons, New Delhi.
- Managerial Economics – D. Salvatore, McGraw Hill, New Delhi.
- Managerial Economics – G.S. Gupta – T M H, New Delhi.
- Managerial Economics - Mote, Paul and Gupta T M H, New Delhi.
- Managerial Economics – H L Ahuja, S Chand & Co. New Delhi.

### Course Name **Business Communication**

#### Course Code:

#### Course Objectives:

To distinguish among various levels of organizational communication and communication barriers while developing an understanding of Communication as a process in an organization. CO5. To draft effective business correspondence with brevity and clarity.

#### **Unit 1. Communication and Mass Communication**

- Meaning, definition and scope
- Introduction to Communication Theory
- significance and objectives of communication in organizations





- Principles of Communication

## **Unit 2. Introduction to Business Communication, Effective Communication Skills and Process**

- Definition and importance of Business Communication
- Introduction, Objective of Business Communication
- Effective Communications Skills
- Process of communication

## **Unit 3. Channels and Media of Communication**

- Channels of communication
  - Means or media of communication
  - written communication
  - Oral communication
  - face to face communication
  - Visual communication
  - Audio-visual communication
  - Silence – as communication media
- Interpersonal/intrapersonal Business Communication
- Business correspondence
  - Business letters/reports (annual committee etc.) précis/summarizing etc.

## **Unit 4. Type of Communication**

- Organizational structure and patterns
- Downward communication; upward communication; horizontal communication;
- Grapevine; consensus and group communication committee, conference, listening, public speech and seminar

## **Unit 5. Barriers to Effective Communication**

- Concept of barriers
- types of barriers – Media barrier, physical barrier, semantic barrier, situation barrier, socio-psychological barrier
- Guidelines for effective communication
- Negotiation Skills: Introduction to Negotiation Skills

### ***Reference Books:***

- Business Communication by K. K. Sinha. Galgotia Publishing Company., New Delhi.
- Business Communication by C. C. Pattensheti. R. Chand and Company Publishers., New Delhi.
- Essentials of Business Communication by Rajindra Pal and J. S. Korlahalli. Sultan Chand and Sons., New Delhi.16
- Effective Business Communication by Herta A. Murphy and Charles E. Peck. Tata McGraw Hill Publishing Company Limited., New Delhi.
- Essentials of Business Communication by Pettett and Lesikar. Tata McGraw Hill Publishing Company Limited., New Delhi.



**Course Name: FINANCIAL AND MANAGEMENT ACCOUNTING**

**Course Code:**

**Course Objectives:** The objective of this course is to:

- Develop a thorough understanding of Accounts and Finance functions of an organization.
- Develop financial leadership qualities.
- Collate and integrate systems of Accounts and Finance.
- Become proficient in using information technology and accounting tools in decision making

### **Unit 1. Introduction – Accounting:**

- Basic Concepts of accounting transactions
- Principles, types of accounts, journal, ledger, trial balance
- final accounts (Emphasis on Clarification of account P & L account, Balance sheet
- Introduction to requirement of Schedule VI

### **Unit 2. Using Financial Statements**

- Statement of Financial Information
- Statement of Changes in Financial Position
- Financial Statement Analysis

### **Unit 3. Cost Accumulation/Determination**

- Cost Concepts
- Costing and Control of Materials
- Costing and Control of Labour
- Costing and Control of Factory Overheads
- Job order, batch and contract costing
- Process Joint and by-product costing
- Unit/single/output and operating costing
- Variable costing and absorption costing
- Uniform costing and interfirm comparison
- Reconciliation and integration

### **Unit 4. Profit Planning:**

- Cost-Volume-Profit Analysis
- Budgeting; Capital Budgeting

### **Unit 5. Cost Control & Decision Making**

- Standards costs
- Variance Analysis
- Cost Variances
- Variance Analysis: Revenue Variances
- Responsibility Accounting



➤ **Reference Books:**

- Introduction to Management Accounting –Horn green and Sundlem.
- Principles of Management Accounting – Manmohan & Goyal.
- Management Accounting – S.M. Inamdar.
- Management Accounting – Dr. Mahesh Kulkarni.
- Double Entry Book Keeping – T.S. Grewal. 6. Cost Accounting – Khan & Jain.
- Management Accounting 3rd Ed.- Khan & Jain.
- Theory & Problems in Management & Cost Accounting – Khan & Jain.
- Cost Accounting – Jawaharlal.

**Course Name:** Information Technology Management

**Course Code:**

**Course Objectives:**

To familiarize Students with the basic concepts of Information Technology. Students should be able to operate MS-Office independently and effectively.

**Unit 1. Fundamentals of Computer**

- CPU, Basic logic gates, Computer Memory and Mass storage devices,
- Computer Hierarchy, Input Technologies, Output Technologies
- Number Systems and Arithmetic: Decimal, Binary, Octal, and Hexadecimal Number Systems, Binary Arithmetic

**Unit 2. Introduction to Computers Software**

- System Software
- Application Software and Packages
- Introduction to Embedded Software

**Unit 3. Commonly used Software Packages like**

- Microsoft Word
- Microsoft Excel
- Microsoft Power Point
- Microsoft Access
- Tally

**Unit 4. Introduction to World Wide Web**

- Internet operations
- Introduction to Electronic Commerce and Electronic Business

**Unit 5. Functional and Enterprise Systems**



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- Data, Information and Knowledge Concepts
  - Decision Making
  - Process, Physical Components of Information Systems
  - Classification of Information Systems
  - Overview of Security Issues in Information Technology
  - Emerging Trends in Information Technology
- 
- ***Reference Books:***
  - Management Information Systems by Ken J. Sousa, Effy Oz
  - “Essentials Of Information Technology As Per Cce Guidelines Vol 2, Pb” by Sharma V

# **Post Graduate Degree in Business Administration**

## **CURRICULUM & COURSE CONTENT FOR BUSINESS**

### **ADMINISTRATION – SECOND YEAR**

#### **SEM - III**

**Course Name: BUSINESS ETHICS & CORPORATE SOCIAL RESPONSIBILITY**

**Course Code:**

**Course Objectives:** Understand how ethics can be incorporated into key business decisions

1. Learn to identify common ethical issues in business
2. Analyze and understand how businesspeople make ethical decisions and handle ethical issues
3. Learn about specific measures companies can take to build effective ethics programs
4. Understand major global ethics issues taking place in international business
5. Become familiar with how firms evaluate social responsibility activities.

#### **Module I: Overview of Business Ethics & CSR**

- Definition & nature of business ethics,
- Characteristics of business ethics
- Ethical theories
- Causes of unethical behavior
- Work ethics
- Code of conduct
- Public good.

#### **Module II: Ethics Theory & Beyond**

- Management of Ethics –
- Ethics analysis [ Hosmer model ]
- Ethical dilemma
- Ethics in practice
- Ethics for managers
- Role and function of ethical managers
- Comparative ethical behavior of managers
- Code of ethics
- Competitiveness
- Organizational size
- Profitability and ethics
- Cost of ethics in Corporate ethics evaluation
- Business and ecological / environmental issues in the Indian context and case studies

### **Module III: Legal Aspects of Ethics**

- Political – legal environment
- Provisions of the Indian constitution pertaining to Business
- Political setup – major characteristics and their implications for business
- Prominent features of MRTP & FERA
- Social – cultural environment and their impact on business operations
- Salient features of Indian culture and values.

### **Module IV: Environmental Ethics**

- Economic Environment
- Philosophy of economic growth and its implications for business
- Main features of Economic Planning with respect to business;
- Industrial policy and framework of government contract over Business;
- Role of chamber of commerce and confederation of Indian Industries

### **Module V: Corporate Social Responsibility & Governance**

- Definition- Evolution- Need for CSR
- Theoretical perspectives
- Corporate citizenship
- Business practices
- Strategies for CSR
- Challenges and implementation
- Evolution of corporate governance
- Governance practices and regulation
- Structure and development of boards
- Role of capital market and government
- Governance ratings
- Future of governance- innovative practices
- Case studies with lessons learnt.

### **Reference Book:**

- Larue Tone Hosmer, "The Ethics of Management", Richard D. Irwin Inc., 2010.
- Joseph A. Petrick and John F. Quinn, "Management Ethics - integrity at work Response Books: New Delhi, 1997.
- W.H. Shaw, "Business Ethics", Cengage Learning, 2016.
- Sturdevant, F.D. , "Business and Society" A Managerial Approach, 1990.
- Doasgupta & Sangupta, " Government and Business in India KaurTripat, Values & Ethics in Management", Galgotia Publications, 2015.
- Chakraborty, S.K., "Human Values for Managers", 1995.
- Badi, R.V. and Badi, N.V., "Business Ethics", Vrinda Publications Business Ethics, Crane and Matten, OUP, 2005.
- S.A. Sherlekar, "Ethics in Management", Himalaya Publishing House, 2003.

**Course Name: LEGAL ENVIRONMENT OF BUSINESS**

**Course Code:**

**Course Objectives:**

- To acquaint students with the issues of domestic and global environment in which business has to operate
- To relate the impact of environment on business in an integrated manner, and
- To give an exposure to important commercial and industrial laws

### **Module 1: Introduction to Business Environment**

- Dynamics of Business and Its Environment
- Technological, Political, Social and Cultural Environment
- Corporate Governance and Social Responsibility
- Ethics in Business
- Economic Systems and Management Structure
- Family Management to Professionalism
- Resource Base of The Economy - Land, Forest, Water, Fisheries, Minerals
- Environmental Issues.

### **Module 2: Issues & Trends of Business Environment**

- Infrastructure - Economic- Social, Demographic Issues, Political
- Context - Productivity Factors, Human Elements and Issues For
- Improvement - Global Trends in Business and Management
- MNCs
- Foreign Capital and Collaboration - Trends in Indian Industry
- The Capital Market Scenario.

### **Module 3: Company Laws**

- Law of Contract - Agreement - Offer - Acceptance - Consideration
- Capacity of Contract Contingent Contract - Quasi Contract
- Performance - Discharge - Remedies to Breach of Contract
- Partnership - Sale of Goods - Law of Insurance - Negotiable Instruments
- Notes, Bills, Cheques - Crossing – Endorsement
- Holder in Due Course – Holder in Value
- Contract of Agency.

### **Module 4: Formation & Management**

- Company - Formation - Memorandum - Articles – Prospectus- Shares – Debentures
- Directors - Appointment - Powers and Duties
- Meetings - Proceedings – Management - Accounts - Audit
- Oppression and Mismanagement - Winding Up.

### **Module 5: Company Acts**

- Factory Act – Licensing and Registration of Factories
- Health, Safety and Welfare Measures

- Industrial Disputes Act
- Objects and Scope of The Act
- Effects of Industrial Dispute,
- Administration Under the Act
- Minimum Wages Act
- Workmen Compensation Act.

➤ **Reference Book:**

- Pathak, LEGAL ASPECTS OF BUSINESS, Tata Mcgraw- Hill Publishing Company Limited, New Delhi, 2010.
- Keith-davis & William Frederick, BUSINESS AND SOCIETY, McgrawHill, Tokyo.
- M.M. Sulphery & Az-Har Basheer, LAWS FOR BUSINESS, Phi Learning Pvt. Ltd. Delhi, 2011
- Maheswari & Maheswari, MERCANTILE LAW, Himalaya Publishing House. Mumbai
- Rudder dutt & Sundaram, INDIAN ECONOMY, Vikas Publishing House, New Delhi.
- Veena Keshav Pailwar, ECONOMIC ENVIRONMENT OF BUSINESS, Phi Learning Pvt. Ltd, New Delhi, 2010

**Course Name: STRATEGIC ANALYSIS**

**Course Code:**

**Course Objectives:**

- Students will gain the knowledge about basic concepts of strategic management
- Knowledge of Strategic analysis through advanced tools and techniques.
- Getting of knowledge of strategy formulation through different models.
- Quality management systems that will influence the implementation of strategy.
- Evaluation of the strategy through auditing.

**Module 1: Basic Concepts in Strategic Management**

- Introduction to Strategic Management – Definitions -Vision, Mission, Objectives, Policies
- Factors that shape a company's strategy
- Environmental Scanning
- Concepts of Core Competence
- Crafting a strategy for competitive advantage

**Module 2: Strategic Analysis – Choice; Tools and Techniques**

- Mc Kinsey 7-S framework,
- Porter's Five Force Model,
- BCG Matrix,
- GE Model,



- SWOT Analysis and TOWS Matrix,
- Market Life Cycle
- Model - Organizational Learning, and the Experience Curve.

### **Module 3: Strategy Formulation**

- Formulation of strategy at corporate,
- Business and functional levels.
- Strategic planning institute matrix,
- Arthur D Little company's matrix,
- Hofer's Product/market evolution matrix,
- Shell's directional policy Matrix,
- The PIMS Model,
- International Portfolio analysis (GD Harrel and RO Keifer,
- Multinational strategic Market Portfolios),
- Parenting Fit Matrix (Campbell Corporate parenting).

### **Module 4: Strategy Implementation**

- Types of Strategies : Stability Strategy, Growth Strategy, Retrenchment Strategy, and Combination Strategy, Offensive strategy, Defensive strategy, Vertical integration, horizontal strategy;
- Tailoring strategy to fit specific industry and company situations,
- Strategy and Leadership,
- Resource Allocation as a vital part of strategy
- Planning systems for implementation – BPRE –Executive succession – Downsizing – TQM – MBO.

### **Module 5: Strategic Evaluation and Control**

- Establishing strategic controls
- Role of the strategist
- Benchmarking to evaluate performance
- Strategic information systems
- Guidelines for proper control
- Strategic surveillance -strategic audit
- Strategy and Corporate Evaluation and feedback in the Indian and international context.

#### **➤ Reference Book:**

- Crafting and Executing Strategy: Concepts and Cases, Thompson, Gamble, Jain, TMH.
- Strategic Management Concepts and Cases ,FredR.David, PHI.
- Strategic Management,Hill, Ireand, manikutty, Cengage.
- Concepts in Strategic Management and Business Policy,Wheelen& Hunger, Pearson
- Strategic Management – Text and Cases, V.S.P. Rao, Excel.
- Strategic Management, Ireland, Hoskinsson, Hitt, Cengage.
- Strategic Management – Theory and Application, Habergerg, Rieple, oxford .
- Strategic Management, P. SubbaRao, Himalaya.
- Business policy and strategic management, SukulLomash, P.K.Mishra, Vikas.
- Strategic Management – The Indian Context, r.Srinivasan, PHI..

**Course Name: CORPORATE GOVERNANCE**

**Course Code:**

**Course Objectives:** The course provides an insight into the corporate governance practices & codes to be followed by the company. Internal & external corporate governance practices & problems faced by the stakeholders & company will be analyzed.

### **Module 1: Introduction to Corporate Governance**

- Understanding corporate governance
- Corporate governance – an overview,
- History of corporate governance
- Concepts of corporate governance
- Theory & practices of corporate governance
- Corporate governance mechanism and overview
- Land marks in emergence of corporate governance

### **Module 2: Stakeholders and BOD**

- Stakeholders: Rights and privileges; problems and protection,
- Corporate Governance and Other stakeholders
- Board of Directors: A Powerful Instrument in Governance;
- Role and responsibilities of auditors

### **Module 3: Codes, Guidelines & Ethics**

- Development of codes and guidelines and summary of codes of best conduct
- Banks and corporate governance;
- Ganguly committee's Recommendation
- Business Ethics and Corporate Governance;
- Corporate Social Responsibility: Justification, Scope and Indian Corporations

### **Module 4: Environmental Concerns and Corporations**

- Indian Environmental Policy
- The Role of Media in Ensuring Corporate Governance;
- Ethics in Advertising.
- Monopoly, Competition and Corporate Governance;
- MRTP Act and Competition Act,
- The Role of Public Policies in Governing Business

### **Module 5: The Indian Capital Market Regulator**

- SEBI, The Role Of Government in Developing and Transition Economics.
- Corporate Governance in Developing and Transition economies,
- Corporate governance: Indian scenario,
- The Corporation in a Global Society,

➤ **Reference Book:**

- C V Baxi, Corporate Governance.
- Dewan, S. M(ed), Corporate Governance in Public Sector Enterprises, Delhi, Pearson, Education, 2006.
- Geeta Rani, R K Mishra, Corporate Governance: Theory and Practice, Excel Books.
- King Committee Report on Corporate Governance (2002), Institute of Directors in South Africa.
- Mallin, Christine A., Corporate Governance, Oxford University Press, 2004.
- S Singh, Corporate Governance.

**Course Name: MARKETING RESEARCH**

**Course Code:**

**Course Objectives:** To introduce the basic concepts of research and methodology of conducting researches in marketing domain, and To provide a foundation to pursue a professional career in Marketing Research domain.

**Module 1: The Marketing Research System**

- Definition of MR
- Basic and Applied Research
- The Marketing Research Process
- Types of Research
- Steps in Marketing Research Process
- Research Design
- Data Sources
- Marketing Information System
- International Market Research

**Module 2: Sampling Process in Marketing Research**

- Sampling Design and Procedure
- Sampling Methods
- Non probabilistic sampling Techniques
- Probabilistic sampling Techniques
- Sample Size determination
- Sampling Errors.

**Module 3: Measurement & Scaling in Marketing Research**

- Measurement concept
- Sources of variation in Measurement
- Validity & reliability of Measurement - Attitude measurement
- Scaling Procedure Quality
- Capacity and Demand management tactics.

#### **Module 4: Data Instruments**

- Data Collection- Online data collection -
- Collection of Secondary Data – Collection of Primary Data Methods
- Field Operations - Errors and Difficulties in Data Processing,
- Coding and Editing.
- Data Analysis
- Hypothesis Testing
- Report Writing - Presentation of Data.

#### **Module 5: Application of Marketing Research**

- Product Research
- Motivation research
- Advertising Research
- Sales Control Research
- Rural Marketing research
- Export Marketing research

#### ➤ ***Reference Book:***

- Naresh K. Malhotra, **MARKETING RESEARCH: AN APPLIED ORIENTATION**, Pearson Education, Asia.
- Paul E. Green & Donald S. Tull, **RESEARCH FOR MARKETING DECISIONS**. PHI Learning Private Limited, New Delhi, 2009
- Donald R. Cooper & Schindler, **MARKETING RESEARCH CONCEPT & CASES**, Tata McGraw-Hill Publishing Company Limited, new Delhi, 2006
- S.C. Gupta, **MARKETING RESEARCH**, Excel Books India, 2007

## SEM- IV

**Course Name: INTERNATIONAL BUSINESS ENVIRONMENT**

**Course Code:**

**Course Objectives:** The objective of the course is to; enable the students in building strong foundation in concepts of international trade and business; help the students in understanding social, cultural and economic factors that lead to trade between countries

### **Module I: Introduction**

- International Business: Evolution, nature, influences and goals of international business, problems of international business
- Theories of international trade

### **Module II: International Business Environment**

- Introduction, social and cultural environment
- Technological environment,
- Economic environment and political environment
- Modes of entering international business.
- E-business vis-à-vis international business.

### **Module III: FDI & Globalization**

- Foreign Direct Investment:
  - Meaning
  - International investment theories
  - Factors influencing FDI
  - Costs and benefits associated
  - Trends in FDI
  - FDI in India
- Globalization
  - Emerging global economy
  - Drivers of globalization
  - Globalization of markets
  - Policy issues
  - Globalization and India

### **Module IV: WTO and MNCs**

- GATT
- Establishment of WTO
- The Uruguay rounds package
- WTO and anti-dumping measures
- India and WTO
- Multinational Corporations:
  - Definition
  - Factors that contributed for the growth of MNCs
  - Advantages and disadvantages
  - Control over MNCs
  - Organization structure

- MNCs in India

## **Module V: Conflicts and Negotiations in International Business**

- Introduction
- Factors causing conflicts
- Conflict between host and transnational company
- International trade policies
- Trade blocks
- International finance and foreign exchange
  
- **References:**
  - Vasudeva, P K (2010) International Marketing, New Delhi: Excel Books
  - Cateora and Graham (2007), International Marketing, McGraw Hill
  - Terpstra and Sarathi, R, International Marketing, Chicago: Dryden Press
  - Mittal, V (2010) Business Environment: Text and Cases, 2nd Edition, New Delhi: Excel Books

**Course Name: STRATEGIC MANAGEMENT**

**Course Code:**

### **Course Objectives:**

- Development and reinforcement of a general management point of view-the capacity to view the firm from an overall perspective, in the context of its environment.
- Development of an understanding of fundamental concepts in strategic management: the role of the general manager, the levels and components of strategy, competitive analysis, and organizational evolution.
- Development of those skills and knowledge peculiar to general management and the general manager's job that have not been covered in previous functional courses.
- Synthesis of the knowledge gained in previous courses and understanding what part of that knowledge is useful to general managers

## **Module 1: Introduction**

- Nature of Strategic Management
- Dimensions, benefits and risks.
- The strategic management processes.
- Strategy formulation
- Business vision and mission
  - Importance
  - Characteristics and components
  - Evaluating mission statements

## Module 2: External & Internal Assessment

- The External Assessment
  - Porters five force analysis
  - Industry and competitive analysis
  - The Global Environment
  - Competitive strategies for firms in global markets
- The Internal Assessment
  - SWOT Analysis
  - Strategy and culture
  - Value Chain Analysis
  - Resource based view of the firm
  - Benchmarking.

## Module 3: Strategies in Action

- The balanced scorecard, types of strategies, Integrative, Intensive,
- Diversification strategies, Defensive strategies, Porters Generic Strategies.
- Strategy analysis and choice: Business level strategies. Cost leadership, Differentiation, Speed and market focus.
- Multi business strategy: BCG matrix, GE Nine Cell matrix.
- Limitations of portfolio approaches.
- The Parenting framework.

## Module 4: Strategy Implementation

- Short term objectives, functional tactics.
- Empowering Operating personnel
- Allocation of resources
- Managing resource conflict.
- Structure and strategy:
  - Improving effectiveness of traditional organizational structures.
  - Creating Agile Virtual Organizations, Modular organization.
  - Towards boundary less structures.

## Module 5: Leadership & Strategy evaluation

- Strategic intent
- Shaping organizational culture.
- Role of leader in organizational culture
- Strategy evaluation process

### ➤ **Reference Book:**

- Fed R David, Strategic Management, New Jersey, Prentice Hall, 1997.
- Gregory G. Dess, GT Lumpkin and ML Taylor, Strategic Management – Creating Competitive Advantage, McGraw-Hill, Irwin, NY, 2003.
- Pearce JA and Robinson RB, Strategic Management, McGraw Hill, NY, 2000.
- Vipin Gupta, Kamala Gollakota and R. Srinivasan, Business Policy and Strategic Management, Prentice-Hall of India, New Delhi, 2005.

**Course Name: MANAGEMENT INFORMATION SYSTEM**

**Course Code:**

**Course Objectives:** The overall aim of this course is to provide students with an understanding at how to use and manage information system in order to revitalize business processes, improve business decision making, and gain competitive advantage.

At the end of the Management Information Systems course, the student should able to

- Define the key terms.
- Describe the use and function of information systems.
- Describe and evaluate information systems development processes and techniques.
- Identify and evaluate hardware and software requirements for information systems.
- Explain the security risks associated with management information systems.

**Module 1: Introduction to MIS**

- Management Information System ( MIS) Concept
  - MIS Definition
  - Role of MIS
  - Impact of MIS
  - MIS and Computer
  - MIS and Academics
  - MIS and the User
- Role and Importance of Management
  - Introduction to Management
  - Approaches to Management
  - Function of Manager
  - Managers and Environment
  - Management as a Control System
  - Management by exception
  - MIS: A support to management
- Process of Management
  - Management Effectiveness
  - Goals, Objectives and Targets
  - Planning
  - Organizing
  - Staffing
  - Co-ordinating & Directing
  - Controlling
  - MIS a Tool for Mgmt Process

**Module 2: Planning, Implementation & Controlling of MIS**

- Introduction
- Components of MIS
- Planning of MIS
- Planning Levels
- Stages in Planning of MIS
- Planning Process
- Why Planning is Important



- Implementation
- Controlling
- Characteristics of Controlling
- Process, Types and Classification of Controlling

### **Module 3: Data Processing**

- Concept.
- Components of Data Processing
- Data Processing System
- Types of Data Processing
- Database Systems
- Conversion from Manual to Computerized System
- Software: Types of Software
- Flowchart
- Data Communication

### **Module 4: Decision Making**

- Decision Making Concepts
  - Rational Decision Making
  - Problems in Rational Decision Making
- Decision Methods, Tools & Procedures
- Behavioral Concepts in Decision Making
- Organization Decision Making
- MIS and Decision-Making Concepts
- Decision Support System

### **Module 5: System Design**

- System
- Characteristics of System
- Types of System
- SDLC
- Stages of SDLC
- Process and Stage of System Design
- Input/Out Design
- Form Design
- File Organization
- Program Design
- System security
- System failures and recovery

#### **➤ References:**

- Management Information Systems by Jaiswal and Mittal, Oxford University Press

- Decision Support Systems and Intelligent Systems by Turban and Aronson, Pearson Education Asia
- Management Information Systems by C.S.V.Murthy
- Management Information Systems by Laudon, Laudon, Dass, Pearson Education Asia.

**Course Name: FINANCIAL INSTITUTIONS AND BANKING**

**Course Code:**

**Course Objectives:** By the end of this course, students will understand the primary participants in the money and the financial markets, the operations and goals of these participants, the various types of financial instruments and how they differ, the role of interest rates in the economy and how interest rates are determined. They will also know the basics of monetary policy

**Module 1: Introduction to Money and Financial Market**

- Why study money, banking and financial markets?
- An overview of the financial system and the financial instruments.
- What is money?
- Functions of Money
- Measuring money.
- Money aggregates.

**Module 2: Understanding interest rates**

- Measuring interest rates
- The distinction between real and nominal interest rates
- The behavior of interest rates
- Supply and demand for assets
- Equilibrium interest rate
- Changes in equilibrium interest rates
- Equilibrium on the money market
- Money supply and changes in the interest rates

**Module 3: The Stock Market**

- The stock market, the Theory of Rational Expectations
- The stock market, the Efficient Market Hypothesis

**Module 4: Banking**

- Basics of banking.
- The bank balance sheet;
- General principles of bank management
- Managing risk in banking

- Understanding banking as an industry
- Structure of the central bank: FED and other central banks

## **Module 5: Monetary policy**

- Tools of Monetary Policy
- Conduct of Monetary Policy
- **Reference Books:**
- “Seccheti, S.G., Money, Banking and Financial Markets, 2006
- Mishkin, F. S., The Economics of Money, Banking, and Financial Markets, 10th Edition, 2013.

**Course Name: FOREIGN EXCHANGE MANAGEMENT**

**Course Code:**

**Course Objectives:**

- To equip the students with the Foreign Exchange management concepts
- To provide an introduction to futures and overview of financial future markets
- To enable the students to acquire knowledge about currency swaps
- To help students to understand the different types of exchange rate risks.

## **Module 1: Introduction to Foreign Exchange Management**

- An overview of Foreign Exchange
- Foreign Exchange Market
- Exchange Rate System
- Euro Currency Market
- Participants in Forex Market
- Interventional by central banks
- Exchange Rate system of Global Level
- Nature of Euro – Currency Market.
- Role of international financial institutions in foreign exchange management.

## **Module 2: Foreign Exchange Transaction**

- Purchase & sale Transaction
- Exchange quotations
- Spot & Forward Transaction
- Ready Exchange Rates
- Forward Exchange contracts
- Execution of Forward Contracts,
- Execution of cancellation/extension of forward contract.

### **Module 3: Introduction to Futures**

- An overview of financial futures market including the types of contracts available
- Futures terminology and concepts
- Futures pricing and behaviour
- Cost of carrying and expectations approach
- Uses of futures for hedging
- Arbitrage and speculation. (problems)

### **Module 4: Currency Swaps**

- Development of the swap market
- Characteristics and uses of swap products
- Interest rate and currency swaps legal and regulatory issues, Swap deals in India, Trading in Swaps, Foreign
- Exchange Dealing (Problems)

### **Module 5: Foreign Exchange Risk Management**

- Exchange rate Risk and Political Risk
- Identification of the different types of exchange rate risk;
- Transaction exposure, translation exposure and economic exposure, together with an analysis of political risk.
- Managing Foreign Exchange Rate Risk Strategies for managing foreign exchange rate risk and the instruments available;
- Currency forwards, futures, options and swaps
- Short – term Interest Rate Risk Management.

#### **➤ Reference Books:**

- C. Jeevanandam: Foreign Exchange, New Delhi, Sultan Chand & Sons 1994
- Lue soenen, Foreign Exchange Management, McGrah-Hill Primis Custom Publishing.
- Yadav, Foreign Exchange Markets, Macmillian, 2007
- Julian Walmsley, Foreign Exchange & Money Markets Guide, John wiley, 2006.
- Thomas von Ungern, Strategic Foreign Exchange Management, Black well Publishers, 1990.
- Apte, International Financial Management, Prentice Hall
- T.Siddayya, International Financial Management, Perason