



Goa University
P.O. Goa University, Taleigao Plateau, Goa 403 206, India
Syllabus of MBA Programme
Implemented from the academic Year 2010-2011

Purpose

With the objective of building competency in students to effectively undertake entry-level or junior management level managerial jobs in organization, Goa University has started offering a professional course Masters in Business Administration (MBA).

Prerequisites

To join for MBA program a candidate shall have a bachelor's degree of a recognized university (10+2+3 or more than 3 year scheme) and should have a score in the admission test decided by the admissions committee.

Minimum Credit Requirements for Programs are as below (One credit is 15 hours of class room training)

Core Course 44		Optional Courses 30		Internship 14		Total
Core Business Courses	Soft Skill Courses	Optional Business Courses	Optional non-Business Courses	Internship in Organization and Report	Internship Seminar	
38	6	10	6	8	6	88

Number of semesters.

The MBA program consist of 7 trimesters of approximately 11 weeks each. The fourth trimester and seventh trimester are normally internships. For details on distribution of courses please refer to term-wise structure of the MBA program.

Dissertation

Students need to submit reports of internships and reports of projects given as part of any course. Most reports are to be submitted in electronic form and uploaded on the university software called "moodle".

Field work

Field works may be assigned to students as part of almost all the courses.

The tables starting below list the courses under the programme. The recommended semester-wise distribution of the courses is also given. Description of each of the courses is given in subsequent pages.

List of Core Courses, Soft Skill Courses and Internships

Code	Title	Credits	Specialization / Common to All Specializations	Core Business Course / Core Soft Skill	Page No.
C ¹ 1-001 / C 0-001.1 C 0-001.2	Strategic Management	2 / 2 each	Common	Business Course	8
C 1-002 / C 0-002	Management Process	1 / 2	Common	Business Course	9
C 1-003 / C 0-003.1 C 0-003.2	Marketing Management	2 / 2 each	Common / Marketing	Business Course	10
C 1-004 / C 0-004.1 C 0-004.2	Finance Management / Financial Statement Analysis	2 / 2 each	Common / Finance	Business Course	11
C 1-005 / C 0-005.1 C 0-005.2	Production Operations Management	2 / 2 each	Common / Operations	Business Course	12
C 1-006 / C 0-006.1 C 0-006.2	Human Resource Management	2 / 2 each	Common / Human Resources	Business Course	13
C 1-007 / C 0-007.1 C 0-007.2	Business Economics	2 / 2 each	Common	Business Course	14
C 1-008 / C 0-008.1 C 0-008.2	IT ² Skills	2 / 2 each	Common / Systems	Business Course	15
C 1-009 / C 0-009.1 C 0-009.2	Organizational Behavior	2 / 2 each	Common / Human Resources	Business Course	16
C 1-010	Advanced Marketing Management	2	Common / Marketing	Business Course	17

¹ C: Core, E: Electives, First Digit: Level

² Information Technology

C 1-011	Advanced Finance Management	2	Common / Finance	Business Course	18
C 1-012	Advanced Human Resource Management	2	Common / Human Resources	Business Course	19
C 1-013 / C 0-013.1 C 0-013.2	Management Accounting I (Financial Accounting)	2 / 2 each	Common / Finance	Business Course	20
C 1-014 / C 0-014.1 C 0-014.2	Management Accounting I (Cost Accounting)	2 / 2 each	Common / Finance	Business Course	21
C 1-015 / C 0-015.1 C 0-015.2	Macroeconomic Analysis for Management	2 / 2 each	Common	Business Course	22
C 1-016	Advanced Production Operations Management	2	Common / Operations	Business Course	23
C 1-017 / C 0-017.1 C 0-017.2	Business Environment	2 / 2 each	Common	Business Course	24
C 1-018 / C 0-018.1 C 0-018.2	Business Research Methods	2 / 2 each	Common	Business Course	25
C 1-019 / C 0-019.1 C 0-019.2	Legal Aspects of Business	2 / 2 each	Common	Business Course	26
C 1-020 / C 0-020.1 C 0-020.2	Business Mathematics	2 / 2 each	Common	Business Course	27
C 1-021 / C 0-021.1 C 0-021.2	Business Statistics	2 / 2 each	Common	Business Course	28
C 1-022 / C 0-022.1 C 0-022.2	Operations Research	2 / 2 each	Common	Business Course	29
C 1-023 / C 0-023.1 C 0-023.2	Business Ethics	2 / 2 each	Common	Business Course	30
C 1-024 / C 0-024.1 C 0-024.2	Environmental Management	2 / 2 each	Common	Business Course	31
C 1-025 / C 0-025.1 C 0-025.2	Management Information Systems	2 / 2 each	Common / Systems	Business Course	32
C 1-029/ C 0-029.1 C 0-029.2	Comprehensive Case Analysis	1 / 1 each	Common	Business Course	33
C 1-030/ C 0-030.1 C 0-030.2	Comprehensive Case Analysis	1 / 1 each	Common	Business Course	33

C 1-032/ C 0-032.1 C 0-032.2	Learning Management through Executive Interaction	1 / 1 each	Common	Business Course	34
C 1-033/ C 0-033.1 C 0-033.2	Learning Management through Executive Interaction	1 / 1 each	Common	Business Course	34
C 1-034/ C 0-034.1 C 0-034.2	Seminars on Contemporary Issues	1 / 1 each	Common	Business Course	35
C 1-035/ C 0-035.1 C 0-035.2	Seminars on Contemporary Issues	1 / 1 each	Common	Business Course	35
C 1-039/ C 1-039.1 C 1-039.2	Financial Markets	2 / 2 each	Common / Finance	Business Course	36
C 1-101 / C 0-101.1 C 0-101.2	Oral Communication Skills	1 / 1 each	Common	Soft Skills	37
C 1-101 / C 0-101.1 C 0-101.2	Written Communication Skills	1 / 1 each	Common	Soft Skills	38
C 1-103 / C 0-103.1 C 0-103.2	Presentation Skills	1 / 1 each	Common	Soft Skills	39
C 1-105 / C 0-105.1 C 0-105.2	Group Discussion Skills	1 / 1 each	Common	Soft Skills	40
C 1-106 / C 0-106.1 C 0-106.2	Negotiation Skills	1 / 1 each	Common	Soft Skills	41
C 1-107 / C 0-107.1 C 0-107.2	Interview Facing Skills	1 / 1 each	Common	Soft Skills	42
C 1-109 / C 0-109.1 C 0-109.2	Report Writing Skills	1 / 1 each	Common	Soft Skills	43
C 1-110 / C 0-110.1 C 0-110.2	Etiquettes	1 / 1 each	Common	Soft Skills	44
C 1-111 / C 0-111.1 C 0-111.2	Career Planning	1 / 1 each	Common	Soft Skills	45
C 1-112 / C 0-112.1 C 0-112.2	Event Management Skills	1 / 1 each	Common	Soft Skills	46
C 1-113 / C 0-113.1 C 0-113.2	Public Speaking Skills	1 / 1 each	Common	Soft Skills	47
C 1-114/ C 0-114.1	Mock Interviews by Executives	1 / 1 each	Common	Soft Skills	48

C0-114.2					
C 1-201	Internship in Organizations and Report ³ / Field Project in Organizations (for part time MBA)	1Credit per week	Common	Internship	49
C 1-301	Internship / Field Project Seminars	6	Common	Internship Seminar	50
C 1-401	Summer Internship in Organizations and Report (Full Time MBA) / Summer Field Project in Organizations and Report ⁴ (Part Time MBA)	8	Common	Internship	51
C 1-501	Summer Internship Seminars (for full time MBA) / Summer Field Project Seminars (for part time MBA)	6	Common	Internship Seminar	52

³ For Understanding How Industry Works in terms of concepts learned.

⁴ Internship of a Problem Solving Nature

List of Optional Courses

Sr. No.	Title	Credits	Specializ ation	Page No.
1.	Compensation Management	2	HR	53
2.	Employee Competence and Potential Mapping	2	HR	54
3	HRD Audit	2	HR	55
4	Industrial Relations	2	HR	55
5	International HRM	2	HR	56
6	Legal Issues in HR	2	HR	57
7	Organization Development	2	HR	58
8	Performance Management	2	HR	59
9	Recruitment & Selection	2	HR	60
10	Training & Development	2	HR	61
11	Sales & Distribution Management	2	Marketing	62
12	Advertising Management	2	Marketing	63
13	International Marketing	2	Marketing	64
14	Retail Management	2	Marketing	65
15	Brand Management	2	Marketing	66
16	Tourism & Hospitality Management	2	Marketing	67
17	Consumer Behaviour	2	Marketing	68
18	Services Marketing	2	Marketing	69
19	Market Research	2	Marketing	70
20	Financial Accounting	2	Finance	71
21	Project Planning & Implementation	2	Finance	72

22	Working Capital Management	2	Finance	73
23	Tax Planning & Management	2	Finance	74
24	International Finance	2	Finance	75
25	Security Analysis & Portfolio Management	2	Finance	76
26	Futures, Options and Risk Management	2	Finance	77
27	Mergers, Acquisitions & Corporate Restructuring	2	Finance	78

Syllabus of courses of MBA program

Core Business Courses

Code	Subject	Credits	Contact Hours per Week
C 1-001	Strategic Management	2 / 3 ⁵	2 / 3
<p><u>Objectives</u></p> <p>At the end of the subject, the student will have the competencies to</p> <ol style="list-style-type: none"> 1. Analyze the structure of any industry, 2. Indicate sustainable strategies for firms for competitive advantage, 3. Indicate organizational designs to support the strategies and 4. Have a framework for understanding the organization during Internship in Term 2 for full time and during Field Project in term 4 for part time MBA. <p><u>Contents</u></p> <p>Industry structure analysis, strategy as positioning, resource based strategies. Organizational designs. Vertical and horizontal integration, mergers and acquisitions, conglomerates and multinationals.</p> <p><u>Pedagogy and Evaluation</u></p> <p>Cases and literature based projects as pedagogy. Quizzes, presentations and projects as tools of evaluation. Readings will be kept simple. Few case studies will be used and the same case study could be used in multiple sessions.</p> <p><u>Minimum depth of coverage will be at the level of the following books / readings.</u></p> <ol style="list-style-type: none"> 1. Bowman, Cliff: 'The Essence of Strategic Management'; Prentice Hall of India Private Ltd; New Delhi; Latest Edition. 2. Faulkner, David and Cliff Bowman; 'The Essence of Competitive Strategy'; Prentice Hall of India Private Ltd; New Delhi; Latest Edition. 3. Industry notes and business stories from popular business periodicals. 			

⁵ For full time and part time MBA respectively.

Code	Subject	Credits	Contact Hours per Week
C 1-002	Management Process	1 / 3	1 / 3
<p><u>Objective:</u> At the end of the subject, the student should have the ability to understand managerial / organizational situations in terms of processes such as planning, organizing, staffing, leading and controlling. The student should demonstrate this ability through reframing his / her tasks in the educational institution itself in case of full time and in their employer organizations in case of part time MBA by using these processes to actual situations.</p> <p><u>Contents:</u> Planning, organizing, staffing, leading and controlling. Certain amount of overlapping between the two subjects Organizational Behavior and Management Process is possible. Instead of avoiding it at the content level, the different orientations should be brought out through case studies. In Organizational Behavior, understanding behavior in terms of causality should be emphasized. In Management Process, the decision-action–design perspective should be emphasized.</p> <p><u>Pedagogy:</u> Case studies, experiential exercises and industry based assignments.</p> <p><u>Minimum depth of coverage will be at the level of the following books / readings.</u></p> <p>(Either SI No 1 or 2)</p> <ol style="list-style-type: none"> 1. Wehrich, Heinz and Harold Koontz; ‘Essentials of Management: An International Perspective’; McGraw–Hill, Inc.; 2004 or later editions. 2. Robbins, Stephen and Mary Coulter; ‘Fundamentals of Management’; Prentice Hall of India Pvt. Ltd.; New Delhi; Latest edition. 3. Selected articles from Harvard Business Review, Indian Management, etc. 			

Code	Subject	Credits	Contact Hours per Week
C 1-003	Marketing Management	2 / 3	2 / 3
Objective:	At the end of the course, the students would have competence in understanding the Marketing Function of an organization in Term 2 for full time and in term 4 for part time MBA..		
Content:	Marketing Concept, Marketing Mix, Product, Price, Promotion and Distribution; Marketing Planning, Marketing Control and Organizing for Marketing.		
Pedagogy:	Case Studies, Presentations and Industry based assignments.		
<u>Minimum depth of coverage will be at the level of the following books / readings.</u>			
	<ol style="list-style-type: none"> 1. Majarao, Simon; 'The Essence of Marketing'; Prentice Hall of India Limited; New Delhi; Latest edition. 2. Brand Equity and News Items of Economic Times, Articles from Popular Business Periodicals, etc. 		
<u>Reference:</u>	Kotler, Philip., 'A Framework for Marketing Management'; Pearson Education India, Latest edition.		

Code	Subject	Credits	Contact Hours per Week
C 1-004	Finance Management: Financial Statement Analysis	2 / 3	2 / 3
<p>Objective: At the end of the course, the students would have competence in</p> <ol style="list-style-type: none"> 1. Understanding the corporate finance function of an organization during Internship in Term 2 for full time and during field project in term 4 for par time MBA and / or 2. Understanding financial services industry during Internship in Term 2 for full time and during field project in Term 4 for part time MBA. <p>Content: Financial Statement Analysis of Balance Sheets, Profit and Loss Accounts, Cash Flow and Funds Flow Statements; Elements of Valuation, Capital Budgeting, Risk and Return, Long Term and Short Term Financial Planning, Overview of Financial Services Industry.</p> <p>Pedagogy: Problems, Case Studies, Presentations, Industry based Assignments and Computer based Assignments.</p> <p><u>Minimum depth of coverage will be at the level of the following books / readings.</u></p> <ol style="list-style-type: none"> 1. Chandra, Prasanna; 'Finance Sense'; Tata McGraw-Hill; Latest edition. 2. Atrill, Peter and Eddie McLaney; 'Accounting and Finance for Non-Specialists'; Prentice-Hall of India; Latest edition. 3. Myddelton, D.R.; 'The Essence of Financial Management'; Prentice-Hall of India; Latest edition. 4. Economic Times, etc. <p>Reference</p> <p>Ross, Stephen. A., Westerfield, Randolph W. and Bradford D. Jordan; 'Fundamentals of Corporate Finance'; Tata McGraw-Hill; Latest edition.</p>			

Code	Subject	Credits	Contact Hours per Week
C 1-005	Production Operations Management	2 / 3	2 / 3
<p><u>Objective:</u> At the end of the subject, the student will have competence in</p> <ol style="list-style-type: none"> 1. Designing, organizing, scheduling and controlling of production / operations of simple systems. 2. Taking decisions in other functional areas considering implications of production / operations functions to other functions and vice-versa. 3. Understanding the operations function of the organization during Internship in Term 2 for full time and during field project in term 4 for part time MBA and 4. The student will demonstrate these competencies within the institution or the employer organization. <p><u>Content:</u> Designing, organizing, scheduling and controlling of the production / operations function.</p> <p><u>Pedagogy:</u> Cases, problems, production / operations tours in organizations, practical assignments in the institution or employer organization and computer based assignments.</p> <p><u>Minimum depth of coverage will be at the level of the following books / readings.</u></p> <ol style="list-style-type: none"> 1. Krajewski, Lee J. and Larry P. Ritzman; 'Operations Management: Strategy and Analysis'; Pearson Education India; Latest Edition. 2. Schmenner, Roger W.; 'Plant and Service Tours in Operations Management'; Pearson Education India; Latest Edition. 3. Hill, Terry; 'The Essence of Operations Management'; Prentice Hall of India Private Ltd., New Delhi, Latest edition. 4. Krishnaswamy, K. N. 'Cases in production / Operations Management'; Prentice Hall of India Private Ltd., New Delhi, Latest edition. 5. Selected articles from Journal of Operations Management, Productivity, etc. 			

Code	Subject	Credits	Contact Hours per Week
C 1-006	Human Resource Management	2 / 3	2 / 3
<p><u>Objective:</u> At the end of the subject, the student will have the competence in understanding the HR practices of the firm in which the student will be doing Internship in Term 2 for full time and field project in term 4 for part time MBA.</p> <p><u>Content:</u> Employee sourcing, recruitment and selection, performance management, reward management, training and development and employee relations.</p> <p><u>Pedagogy:</u> Case studies, experiential exercises and industry based assignments.</p> <p><u>Minimum depth of coverage will be at the level of the following books / readings</u></p> <ol style="list-style-type: none"> 1. McKenna, Eugene and Nic Beech; ‘The Essence of Human Resource Management’; Prentice–Hall of India Private Limited; New Delhi, 1995 or later editions. 2. Cowling, Alan and Philip James; ‘The Essence of Personnel Management and Industrial Relations’; Prentice Hall of India Private Limited; New Delhi; 1994 or later editions. 3. Articles from popular Indian business periodicals. <p><u>Reference:</u></p> <ol style="list-style-type: none"> 1. Dessler, Gary; ‘A Framework for Human Resource Management’; Pearson Education India; Latest Edition. 2. Saiyadain, Mirza S; ‘Human Resource Management’; Tata McGraw-Hill Publishing Company Limited; New Delhi; Latest edition. 			

Code	Subject	Credits	Contact Hours per Week
C 1-007	Business Economics	2 / 3	2 / 3
<p><u>Objective:</u></p> <p>At the end of the subject, the student will be able to apply micro economic theory to examine how a firm can achieve its objectives, subject to constraints, most efficiently.</p> <p><u>Content:</u> Demand theory, estimation and forecasting. Production theory. Cost theory. Decisions of the firm. Market structure and pricing. Risk, uncertainty and game theory. Factor markets. Business, Government and environment.</p> <p><u>Pedagogy:</u> More graphical and numerical in analysis than mathematical. Cases, exercises and problems from business situations.</p> <p><u>Minimum depth of coverage will be at the level of the following books / readings.</u></p> <ol style="list-style-type: none"> 1. Samuelson, Paul A. and William D. Nordhaus; 'Economics'; Tata McGraw–Hill, Latest edition. (Equivalent of Chapters 1 to 7 and Appendix 1 to 7 of 1995 edition). 2. Nellis, Joseph G. and David Parker; 'The Essence of Business Economics'; Prentice–Hall of India Private Limited; New Delhi. 1992 or later editions. 3. Selected articles and news items from periodicals such as Economic and Political Weekly, Economic Times, Economist, etc. 			

Code	Subject	Credits	Contact Hours per Week
C 1-008	IT ⁶ Skills	2 / 3	2 / 3
<p><u>Objective:</u></p> <p>At the end of the subject, the student would have ability in using</p> <ol style="list-style-type: none"> 1. spread sheets, 2. data base management systems 3. word processor, and 4. elements of a programming language <p>for managerial tasks. The student will have minimum level of capability in web designing.</p> <p><u>Content:</u> An elementary programming language to understand what is programming, not to become a Programmer. Spreadsheets, database management systems, word processing, web designing and any other relevant and widely used software.</p> <p><u>Pedagogy:</u> There will be very few classroom sessions. Most of the sessions will be through hands on training in the Computer Centre. There will be assignments based on tasks in the educational institution itself or employer organizations so that the student is able to demonstrate his / her learning value addition.</p> <p><u>Minimum depth of coverage will be at the level of the following books / materials.</u></p> <p>Published books similar to manuals of packages mentioned under Contents.</p>			

⁶ Information Technology

Code	Subject	Credits	Contact Hours per Week
C 1-009	Organizational Behavior	2 / 3	2 / 3
<p><u>Objectives:</u></p> <p>At the end of the subject, the student will have the competence to deal with</p> <ol style="list-style-type: none"> 1. Individuals 2. Interpersonal situations and 3. Groups in organizations and also develop the necessary 4. Leadership qualities to achieve this. <p>The student would demonstrate the ability in various real life situations within the educational institution itself.</p> <p><u>Content:</u> Perception, personality, attitudes, motivation, learning, interpersonal behavior, group dynamics, conflicts, stress, power and politics, leadership and communication. New trends in organizational behavior from academic literature and practice including critical perspectives.</p> <p><u>Pedagogy:</u> The objectives will be met through a series of case studies, experiential exercises and industry-based assignments.</p> <p><u>Minimum depth of coverage will be at the level of the following books / readings.</u></p> <p>(Sr. No 1 and 4 and either 2 or 3).</p> <ol style="list-style-type: none"> 1. Tyson, Shaun and Tony Jackson; ‘The Essence of Organizational Behavior’; Prentice–Hall of India Private Ltd., New Delhi, 1992 or later editions. 2. Luthans, Fred; ‘Organizational Behavior’; McGraw–Hill, Inc, Latest edition. 3. Robbins, Stephen P; ‘Essentials of Organizational Behavior’; Pearson Education India, Latest edition. 4. Ramnarayan. S and Ram Mohan Rao; ‘Managerial Dilemmas’; Tata–McGraw Hill Publishing Company Limited, New Delhi, Latest editions. 5. Selected articles from journals such as Harvard Business Review, Indian Management, etc. 			

Code	Subject	Credits	Contact Hours per Week
C1-010	Advanced Marketing Management	2 / 3	2 / 3
<p>Objective</p> <p>At the end of the course, the students would be equipped with the skills to analyse markets and marketing environment and use the Ps of Marketing for developing and implementing marketing strategies.</p> <p>Content: Understanding the role of Marketing in Society, Marketing Orientation in Organizations, Marketing Environment and Information Analysis, Consumer and Industrial Buyer Behavior, Forecasting Market Demand, Segmentation, Product Life Cycle, Concepts of Value, Differentiating & Positioning of Products and Launching New Products. Product line and Brand Management, Services Marketing, Pricing Policies and their Impact on Business Decisions, Advertising and Communication Management, Sales Force Management and Distribution Management.</p> <p>Pedagogy: Case Studies, Presentations and Industry based Assignments.</p> <p><u>Minimum depth of coverage will be at the level of the following books / readings.</u></p> <ol style="list-style-type: none"> 1. Kotler, Philip, 'A Framework for Marketing Management'; Pearson Education India, Latest edition. 2. Ramaswamy and Namakumari; 'Marketing Management in the Indian Context'; Prentice Hall of India Limited; New Delhi; Latest edition. 3. Readings from academic journals such as Journal of Marketing. 4. Readings from popular business periodicals. 			

Code	Subject	Credits	Contact Hours per Week
C 1-011	Advanced Finance Management	2 / 3	2 / 3
Objective:	At the end of the course, the students would have competence in taking long term and short term corporate financial decisions while taking into consideration the behavior of the capital market.		
Content:	Financial Statement Analysis, Valuation, Capital Budgeting, Risk and Return, Long Term and Short Term Financial Planning, Financial Engineering.		
Pedagogy:	Problems, Case Studies, Presentations and Computer / Industry and Capital Market data based Assignments.		
<u>Minimum depth of coverage will be at the level of the following books / readings.</u>			
<ol style="list-style-type: none"> 1. Ross, Stephen. A., Westerfield, Randolph W. and Bradford D. Jordan; 'Fundamentals of Corporate Finance'; Tata McGraw-Hill; Latest edition. 2. Chandra, Prasanna; 'Financial Management: Theory and Practice; Tata McGraw-Hill; Latest edition. 3. Pandey, I.M. and Ramesh Bhat; 'Cases in Financial Management'; Tata McGraw-Hill; Latest edition. 4. Academic journals such as 'Financial Management'. 5. Popular business periodicals such as "Capital Market". 			

Code	Subject	Credits	Contact Hours per Week
C 1-012	Advanced Human Resource Management	2 / 3	2 / 3
<p><u>Objective:</u> At the end of the subject, the student will have competence in taking Human Resource Management (HRM) decisions and also in taking decisions in other functional areas considering the implications of the HRM function on other functions and vice-versa.</p> <p><u>Content:</u> Organizational strategy, structure, culture and change; and their implications for HRM. Employee sourcing, recruitment and selection, performance management, reward management, training and development and employee relations. Emerging areas in academic literature and practice. Critical perspectives.</p> <p><u>Pedagogy:</u> Case studies, experiential exercises and industry based assignments.</p> <p><u>Minimum depth of coverage will be at the level of the following books / readings.</u></p> <ol style="list-style-type: none"> 1. Beardwell, Ian and Len Holden; 'Human Resource Management'; Macmillan India Ltd.; Latest edition. 2. Monappa, Arun and Mirza S. Saiyadain; 'Personnel Management'; Tata McGraw-Hill Publishing Company Limited; New Delhi; Latest edition. 3. Dessler, Gary; 'A Framework for Human Resource Management'; Pearson Education India; Latest Edition. 4. Saiyadain, Mirza S; 'Human Resource Management'; Tata McGraw-Hill Publishing Company Limited; New Delhi; Latest edition. 5. Selected articles from Indian and foreign journals. 			

Code	Subject	Credits	Contact Hours per Week
C 1-013	Management Accounting 1 (Financial Accounting)	3	Minimum 3 Contact Hours per Week
<p><u>Objective:</u> At the end of the subject, the student should understand how figures in financial statements have been arrived at, the use of the information generated by the financial statements and the limitations of the information. Exposure to at least one computer based accounting package is a must.</p> <p>The subject is not intended for preparing the students as accountants. Understanding of concepts, principles and techniques and their logic would be given more importance in comparison to number crunching ability.</p> <p><u>Content:</u> Balance sheets and profit and loss account. Accounting mechanics. Accounting Records and Systems. Understanding published accounts of companies. Use of software in accounting.</p> <p><u>Pedagogy:</u> Cases, problems, analysis of published accounts of companies, computer based exercises and understanding of recording systems of real life organizations.</p> <p><u>Minimum depth of coverage will be at the level of the following books.</u></p> <ol style="list-style-type: none"> 1. Bhattacharyya, S. K. And John Dearden; 'Accounting for Management'; Vikas Publishing House Pvt. Ltd.; New Delhi; Latest edition 2. Chadwick, Leslie; 'The Essence of Financial Accounting'; Prentice–Hall of India Private Limited, New Delhi; Latest edition. 3. 'How to Read a Balance Sheet'; ILO Programmed Book; Oxford & IBH Publishing Co. Pvt. Ltd.; New Delhi; Latest edition. 4. Chandra Prasanna; 'Managers' Guide to Finance and Accounting'; Tata McGraw–Hill Publishing Company Limited; New Delhi; Latest edition. 5. Anthony, Robert, et al.; 'Accounting: Text and Cases'; Tata McGraw–Hill Publishing Company Limited; New Delhi; Latest edition. 6. Narayanaswamy, R.; 'Financial Accounting: A Managerial Perspective'; Prentice–Hall of India Private Limited, New Delhi; Latest edition. 7. Bhattacharya, Ashish K.; 'Financial Accounting for Business Managers'; Prentice–Hall of India Private Limited, New Delhi; Latest edition. 			

Code	Subject	Credits	Contact Hours per Week
C 1-014	Management Accounting	2 / 3	2 / 3
<p><u>Objective:</u> At the end of the subject, the student would be able to use cost data and management accounting reports for taking effective decisions.</p> <p>The subject is not meant for preparing the students as cost accountants. Understanding of concepts, principles and techniques and their logic would be given more importance in comparison to mere number crunching ability. Preferably, the problem solving should be based on computer software.</p> <p><u>Content:</u> Basic cost concepts,, cost classification, allocation and absorption of costs, Cost centers etc.; Cost analysis for managerial decisions – Direct costs, Break Even Analysis, Relevant costs etc.; Pricing – Joint costs, Make or buy, relevant fixed costs, sunk costs etc.; Cost analysis and control, standard costing, variance analysis, unit and output costing, budgeting and control.</p> <p><u>Pedagogy:</u> Cases, problems, analysis of published accounts of companies, computer based exercises and understanding of recording systems of real life organizations.</p> <p><u>Minimum depth of coverage will be at the level of the following books / readings.</u></p> <ol style="list-style-type: none"> 1. Horngren Charles T et al.; ‘Cost Accounting: A Managerial Emphasis’; Pearson Education India; Latest Edition. 2. Atkinson, et al. ‘Management Accounting’; Pearson Education India; Latest Edition. 3. Atrill, Peter and Eddie McLaney; ‘Management Accounting for Non-Specialists’; Prentice-Hall of India; Latest Edition. 4. Williamson, Duncan; ‘Cost and Management Accounting’; Prentice-Hall of India; Latest Edition. 5. Anthony, Robert and David Hawkins; ‘Accounting’; Tata McGraw-Hill; Latest Edition. 6. Chadwick, Leslie; ‘The Essence of Management Accounting’; Prentice-Hall of India; Latest Edition. 			

Code	Subject	Credits	Contact Hours per Week
C 1-015	Macroeconomic Analysis For Management	2 / 3	2 / 3
<u>Objective:</u>	At the end of the subject, the student will be able to take managerial decisions considering the impact of macroeconomic trends.		
<u>Content:</u>	National income, consumption and investment, aggregate demand and multiplier models, fiscal policy, monetary policy, supply side economics, international trade and exchange rate policy. Current macroeconomic environment and implications for the industry.		
<u>Pedagogy:</u>	Discussions, exercises, problems, case studies on implications of macroeconomic environment to decision making in organizations, discussions on current macroeconomic issues based on economic dailies and periodicals.		
<u>Minimum depth of coverage will be at the level of the following books / readings.</u>			
<ol style="list-style-type: none"> 1. Sammuelson, Paul A. and William D. Nordhaus; 'Economics'; McGraw– Hill, Inc. New York; Latest edition. (Equivalent to Chapters 8 onwards of 1995 edition). 2. Nellis, Joseph G. and David Parker; "The Essence of the Economy"; Prentice – Hall of India Pvt. Ltd., New Delhi, Latest Edition. 3. Buckley, Adrian; "The Essence of International Money"; Prentice – Hall of India Pvt. Ltd.; New Delhi, Latest edition. 4. Selected articles from Economic and Political Weekly, Economic Times, Economist, etc. 			

Code	Subject	Credits	Contact Hours per Week
C 1-016	Advanced Production Operations Management	3	3
<p><u>Objective:</u> At the end of the subject, the student will have competence in</p> <ol style="list-style-type: none"> 1. Designing, organizing, scheduling and controlling of production / operations of simple systems. 2. Taking decisions in other functional areas considering implications of production / operations functions to other functions and vice-versa. 3. The student will demonstrate these competencies within the institution. <p><u>Content:</u> Designing, organizing, scheduling and controlling of the production / operations function.</p> <p><u>Pedagogy:</u> Cases, problems, production / operations tours in organizations, practical assignments in the institution or employer organization and computer based assignments.</p> <p><u>Minimum depth of coverage will be at the level of the following books / readings.</u></p> <ol style="list-style-type: none"> 1. Krajewski, Lee J. and Larry P. Ritzman; 'Operations Management: Strategy and Analysis'; Pearson Education India; Latest Edition. 2. Schmenner, Roger W.; 'Plant and Service Tours in Operations Management'; Pearson Education India; Latest Edition. 3. Hill, Terry; 'The Essence of Operations Management'; Prentice Hall of India Private Ltd., New Delhi, Latest edition. 4. Krishnaswamy, K. N. 'Cases in production / Operations Management'; Prentice Hall of India Private Ltd., New Delhi, Latest edition. 5. Selected articles from Journal of Operations Management, Productivity, etc. 			

Code	Subject	Credits	Contact Hours per Week
C 1-017	<u>Business Environment</u>	2 / 3	2 / 3
<p><u>Objective:</u> At the end of the subject, the student will have the ability to understand and take into account the implications of the Indian as well as international economic environment on business decisions.</p> <p><u>Content:</u> Detailed discussions on selected critical sectors such as agriculture, industries, infrastructure, services, banking and finance. International business environment and implications.</p> <p><u>Pedagogy:</u> Assignments and presentations on selected industries/ services/ Sectors. Open discussions on recent national and international economic developments and their implications to business.</p> <p><u>Minimum depth of coverage will be at the level of the following books / readings.</u></p> <p>(i) Articles from Economic Times, Economic and Political Weekly, Economist, etc.</p>			

Code	Subject	Credits	Contact Hours per Week
C 1-018	Business Research Methods	30	30
<p><u>Objective :</u></p> <p>The course would develop competence in having consistency between decision problem, research problem, research design, conclusions, recommendations and implementation of research results. It would also develop the ability to differentiate between those parts of decisions based on research and those parts based on assumptions.</p> <p><u>Content:</u> Survey method starting from problem definition and research designs to analysis, recommendations and report writing.</p> <p><u>Pedagogy:</u> A combination of project work, classroom exercises and presentation by the students.</p> <p><u>Minimum depth of coverage will be at the level of the following books.</u></p> <ol style="list-style-type: none"> 1. Cooper D R and Schindler, “Business Research Methods”, Tata McGraw-Hill, New Delhi, Latest Edition 2. Zikmund W G, “Business Research Methods”; Thomson Learning, Indian Reprint, Latest Edition. 			

<i>Code</i>	Subject	Credits	Contact Hours per Week
C 1-019	Legal aspects of business	2	<u>30</u>
<p>Objective</p> <p>To develop competence in considering legal aspects while taking business decisions. The objective is not to make them experts in law; the objective is limited to enable potential executives to meaningfully interact with legal experts whenever required.</p> <p>Content</p> <p>Indian Legal system, structure and processes, basics of court room and legal procedures such as jurisdiction, writ, civil, criminal courts, appeal, power of attorney, registration of documents, etc. Important acts concerning business and labor.</p> <p>Pedagogy</p> <p>Discussions on actual cases, judgments and the logic behind the judgments.</p> <p>Minimum depth of coverage will be at the level of the following books / readings</p> <ol style="list-style-type: none"> 1. ‘Nabhi’s Business Law’; Jain Book Agency (Latest Edition) 2. Singh, Avtar; ‘Company Law’; Eastern Book Co. (Latest Edition) 3. Singh, Avtar; ‘Mercantile Law’; Eastern Book Co. (Latest Edition) 4. Malik, P.L; ‘Labour and Industrial Law’; Eastern Book Co. (Latest Edition) 			

<i>Code</i>	<i>Subject</i>	<i>Credits</i>	<i>Contact Hours per Week</i>
C 1-020	Business Mathematics.	3	30
<p>Objective:</p> <p>At the end of the subject, the student will have the ability in</p> <ol style="list-style-type: none"> 1. identifying managerial situations requiring elementary mathematical formulations 2. formulating such situations using elementary mathematics 3. solving them using a computer (spreadsheets), and 4. Understanding the larger organisational implications of those solutions. <p>One of the important objectives is also to help students overcome the fear of mathematics.</p> <p><u>Contents:</u> Elementary algebra, sets, functions, solutions of equations, inequalities, series, logarithms and exponentials, matrices, differentiation and integration.</p> <p><u>Pedagogy:</u> Exercises in mathematical formulation of managerial problems, solving them manually or preferably by a computer and discussions on implications of the solutions to organisations. To the extent possible, mathematical exercises per-se which are independent of managerial problems, will be avoided.</p> <p>Minimum depth of coverage will be at the level of the following books.</p> <ol style="list-style-type: none"> 1. Spooner, H.A. and D.A.L. Wilson; 'The Essence of Mathematics for Business'; Prentice-Hall of India Private Limited; New Delhi; 1991 or later editions. 2. Raghavachari, M; 'Mathematics for Management'; Tata McGraw-Hill Publishing Company Ltd., New Delhi, 1980 or later editions. 			

<i>Code</i>	<i>Subject</i>	<i>Credits</i>	<i>Contact Hours</i>
C 1-021	<u>Business Statistics</u>	<u>2 Credits</u> <u>Minimum</u>	<u>30</u> <u>Contact</u> <u>Hours.</u>
<u>Objective:</u>	At the end of the subject, the student will have the ability to identify business research situations requiring statistical analysis, will be able to design and solve using computers such statistical analysis problems and also use the results for arriving at conclusions and making decisions.		
<u>Content:</u>	Statistics, probability distributions, sampling and sampling distributions, estimation, testing of hypotheses, chi-square test, analysis of variance, simple regression and time series analysis.		
<u>Pedagogy:</u>	Cases, problems, computer based exercises, industry based projects, secondary data based projects, etc.		
<u>Minimum Required Reading:</u>	<ol style="list-style-type: none"> 1. Fleming, Michael C. and Joseph G. Nellis; “The Essence of Statistics for Business”; Prentice Hall of India Private Ltd., New Delhi; Latest edition. 2. Aczel, Amir, et al.; ‘Complete Business Statistics’; Tata McGraw–Hill Publishing Company Limited; New Delhi; Latest edition. 3. Levine, David M.; ‘Statistics for Managers’; Prentice Hall of India Private Ltd., New Delhi; Latest edition. 4. Anderson, David R.; ‘Statistics for Business and Economics’; Thomson Learning, India; Latest Edition. 		

Code	Subject	Credits	Contact Hours
C 1-022	Operations Research	2	30
<p><u>Objectives</u></p> <p>At the end of the course, the student would be able to</p> <ul style="list-style-type: none"> • Model real life business problems using chosen mathematical /operations research models • Solve them using Excel / other packages • Have an intuitive feel of the logic behind the solution methods and • Implement solutions in real life <p><u>Contents</u></p> <p>Deterministic models such as Linear Programming and its variations, probabilistic models such as Decision Trees, Queuing, Simulation, etc.</p> <p><u>Pedagogy and Evaluation</u></p> <p>Exercises in formulation of real life problems, use of software for solving, discussions on intuitive interpretations of logic behind solution methods, discussions on managerial implications of implementation of solutions, real life case discussions published in journals such as Interfaces, a mini-project in modeling, etc.</p> <p><u>Minimum depth of coverage will be at the level of the following books / readings.</u></p> <ol style="list-style-type: none"> 1. Winston, Wayne L. and S. Christian Albright, “Practical Management Science”, Thomson Learning-India, 2002 or later editions. 2. Winston, Wayne L. and S. Christian Albright, “Operations Research”, Thomson Learning-India, 2004 or later editions. 3. Lawrence Jr. John A. and Barry A. Pasternack, “Applied Management Science”, Wiley, 2003 or later editions. 4. Anderson, David R., Dennis J. Sweeney and Thomas A. Williams, “An Introduction to Management Science”, Thomson Learning-India, 2002 or later editions. 4. Anderson, David R., Dennis J. Sweeney and Thomas A. Williams, “Quantitative Methods for Business”, Thomson Learning-India, 2002 or later editions. 5. Hillier, Frederick and Mark Hillier, “Introduction to Management Science”, Tata McGraw-Hill, 2005 or later editions. 6. Hillier, Frederick, “Introduction to Operations Research”, Tata McGraw-Hill, 2005 or later editions. 7. Render, Barry., Ralph M. Stair and Michael E. Hanna, “Quantitative Analysis for Management”, Prentice-Hall of India, 8th or later editions. 8. Taha, Hamdy A., “Operations Research”, Prentice-Hall of India, 7th or later editions. 9. Journals such as Interfaces, Industrial Engineer, etc. 			

<i>Code</i>	<i>Subject</i>	<i>Credits</i>	<i>Contact Hours</i>
C 1-023	Business Ethics	2	<u>30</u>

Objective:

1. To equip students with ethical concepts that are relevant to resolving moral issues in business
2. To help them identify the moral issues involved in the management of specific problem areas in business
3. To help the students to examine the social and natural environments within which moral issues in business arise.
4. Help them develop the reasoning and analytical skills needed to apply ethical concepts to business decisions

Content : Basic ethical principles in business; ethics in the market place; ethics in the external exchanges of business: ethics and the environment. Ethics and the environment, ethics and the consumer, ethics in production and marketing; ethics in exchanges with internal constituencies, the employees.

Pedagogy : Case discussions and discussions of contemporary business stories involving ethical issues.

References/Readings

1. Peter, Pratley; "The Essence of Business Ethics"; Prentice Hall of India Pvt. Ltd.; Latest Edition.
2. Velasquez, Manuel G.; "Business Ethics"; Pearson Education Asia; Latest Edition.
3. Chakraborty, S.K; "Ethics in Management"; Oxford India Paperback; Latest Edition

<i>Code</i>	<i>Subject</i>	<i>Credits</i>	<i>Contact Hours</i>
C 1-024	Environment Management	2	<u>30</u>

Objective :

1. Understanding the nature of the problem related to environment, and to find solution with proper care and conservation of resources.
1. Provide students with strategic and operational approaches to environmental management and to effectively integrate environmental issues into their business.
2. Examine the impact of operations carried on by organizations on our environment from management perspective with a focus on how environmental concerns create threats opportunities and affect organizational strategic management.
3. Introduce students to the concept of environmental management systems and to ISO14000, the international environmental management system standards

Content : Analyse different aspects of nature and their inter-relatedness with humans.

Understands the benefits of an Environment Impact Assessment (EIA) done basically for all upcoming developmental projects its problems and concerns. Discussion on issues involved in enforcement of environmental legislation, regulatory policies and technological advances in environmental management. Public perceptions of environmental issues and its effects on business strategy. Study the urban problems related to energy, resource consumption patterns and the need for equitable utilization in accordance to environmental ethics.

Pedagogy :Case discussions and discussions of contemporary issues involving environmental concerns

References/Readings

1. Bharucha, Ercha, "Text book of Environmental Studies for undergraduate courses"; Universities Press (India) Private Limited, 2005 or later edition
2. Balakrishnamoorthy, "Environmental Management, Text & cases ", PHI learning private limited, 2009. second edition
3. Anjaneyulu, y, "Introduction to environmental science", BS publications, 2008.
4. _Contemporary articles on environment

Code	Subject	Credits	Contact Hours per Week
C 1-025	Management Information Systems	2 / 3	2 / 3
<p><u>Objective:</u></p> <p>At the end of the subject, the students will be able to design and implement a computer based information system for management decisions.</p> <p><u>Content:</u> Role of IS and IT, operational and strategic. Hardware and software for IS, types of IS such as TPS, MIS, EIS, DSS, KS, etc. DBMS and RDBMS. Communication and networking, Internet, ERP. Implementation issues.</p> <p><u>Pedagogy:</u> There will be assignments based on tasks in the educational institution itself or in the employer organizations so that the student is able to demonstrate his / her learning value addition. Computer based assignments. Industry based assignments to understand IS practices.</p> <p><u>Minimum depth of coverage will be at the level of the following books / readings.</u></p> <ol style="list-style-type: none"> 1. Laudon, Kenneth C. and Jane P. Laudon, 'Management Information Systems'; Prentice Hall of India, Latest edition. 2. Rajaraman, V., 'Analysis and Design of Information Systems'; Prentice Hall of India, Latest edition. 3. Rajaraman, V., 'Self-Study Guide to Analysis and Design of Information Systems'; Prentice Hall of India, Latest edition. 			

Code	Subject	Credits	Contact Hours
C 1-029 C 1-030	Comprehensive Case Analysis 1 to 4	1 Each	15 Hours Each
<p>Objective:</p> <p>To develop the competence to analyze complex managerial situations and arrive at solutions that can be implemented using knowledge and framework integrated from various subjects undergone till that point of time.</p> <p>Content:</p> <p>Cases from various functional and strategic areas.</p> <p>Pedagogy:</p> <p>Case method, case discussions, case writing, case analysis presentations, written analysis of cases, etc.</p> <p>Reading:</p> <p>Readings specific to each case.</p>			

Code	Subject	Credits	Contact Hours
C 1-032	Learning Management through	1 Each	15 Each
C 1-033	Executive Interaction		
<p>Objective:</p> <p>To develop managerial / organizational reality orientation.</p> <p>Content:</p> <p>Experience narration by executives or first person narration of live / real life cases.</p> <p>Pedagogy:</p> <p>Interaction sessions with executives from industry. Critical reflection on the experiences of the executive.</p> <p>Reading:</p> <p>Nil</p>			

Code	Subject	Credits	Contact Hours
C 1-034 C 1-035	Seminars on Contemporary Issues	1 Each	15 Hours Each
<p>Objective:</p> <p>To develop the competence to analyze contemporary and non-contemporary economic, political, social, cultural and science and technology trends to arrive at implications for managers in firms.</p> <p>Content:</p> <p>Contemporary economic, political, social, cultural and science and technology issues.</p> <p>Pedagogy:</p> <p>Small group presentations on contemporary and non-contemporary economic, political, social, cultural and science and technology issues.</p> <p>Reading:</p> <p>Appropriate readings specific to each presentation to be chosen by the students.</p>			

Code	Subject	Credits	Contact Hours per Week
C 1-039/ C 1-039.1 C 1-039.2	Financial Markets	2	2 / 3
Objective:	At the end of the course, the students should have developed competence in understanding the basic working of the Financial Markets.		
Content:	Money Markets and its instruments, Capital Markets, Banking System, Mutual Fund.		
Pedagogy:	Problem solving, Case Studies, Presentations and Computer / Industry and Capital Market data based Assignments, Review of Academic articles from journal databases.		
<u>Minimum depth of coverage will be at the level of the following books / readings.</u>			
6. I. M. Pandey; 'Financial Management'; Vikas Publishing House Pvt. Ltd.; Latest edition.			
7. Financial Markets & Institutions by Dr. S. Guruswamy 3 rd Edition. TATA Mcgraw Hill publication, Latest Edition;			
8. Indian Financial Systems by M.Y.Khan 6 th Edition. TATA Mcgraw Hill publication, Latest Edition;			
9. Academic journals and Popular business periodicals.			

<i>Code</i>	<i>Subject</i>	<i>Credits</i>	<i>Contact Hours</i>
C 1-101	Oral Communication skills	1	<u>15</u>
<p><u>Objective</u> : At the end of the subject the student will be able to orally communicate effectively with confidence and facilitate interpersonal communication.</p> <p><u>Content</u> : Interpersonal and group communication, communication through telephone, facing and conducting interviews for employment as well as other purpose, public speaking</p> <p><u>Pedagogy</u> : Experiential exercises, video and audio feedback. More stress to be given on language more than the psychological process.</p>			

<i>Code</i>	<i>Subject</i>	<i>Credits</i>	<i>Contact Hours</i>
C 1-102	Written communication skills	1	<u>15</u>
<p><u>Objective</u> : At the end of the subject the student will be able to communicate in writing effectively.</p> <p><u>Content</u> : Comprehension, letter writing – formal and informal, report writing, creative writing.</p> <p><u>Pedagogy</u> : Experiential exercises, in basket exercises. More stress to be given on language more than the psychological process.</p> <p>1.</p>			

<i>Code</i>	<i>Subject</i>	<i>Credits</i>	<i>Contact Hours</i>
C 1-103	Presentation skills	1	15
<p><u>Objective</u> : At the end of the subject the student will be able present effectively.</p> <p><u>Content</u> : Presentation design and layout , presentation delivery</p> <p><u>Pedagogy</u> : Experiential exercises and in- class discussions</p> <p>1.</p>			

<i>Code</i>	<i>Subject</i>	<i>Credits</i>	<i>Contact Hours</i>
C 1-105	Group discussion skills	1	<u>15</u>
<p><u>Objective</u> : At the end of the subject the student will be able to effectively participate and lead group discussions and tasks.</p> <p><u>Content</u> : Planning and preparation for group discussions, how to summarize and guide the direction of a discussion , group discussion etiquettes</p> <p><u>Pedagogy</u> : Role plays, demonstrations, in-class discussions</p> <p>1.</p>			

<i>Code</i>	<i>Subject</i>	<i>Credits</i>	<i>Contact Hours</i>
C 1-106	Negotiation skills	1	<u>15</u>
<p><u>Objective</u> : At the end of the subject the student will be able to effectively negotiate in various situations.</p> <p><u>Content</u> : Competitive versus collaborative decision making, types of negotiation, barriers in effective negotiation, interests versus positions in negotiation</p> <p><u>Pedagogy</u> : Role plays, demonstrations, in-class discussions</p>			

<i>Code</i>	<i>Subject</i>	<i>Credits</i>	<i>Contact Hours</i>
C 1-107	Interview facing skills	1	<u>15</u>
<p><u>Objective</u> : The student will also be equipped with the requisite skills to face entry level selection processes of organizations</p> <p><u>Content</u> : Cover letter and resume writing , interview handling</p> <p><u>Pedagogy</u> : Role plays, simulations, demonstrations, in-class discussions</p>			

<i>Code</i>	Subject	Credits	Contact Hours per Week
C 1-109	Report writing skills	1	<u>15</u>
<p><u>Objective</u> : At the end of the subject the student will be able to write reports effectively</p> <p><u>Content</u> : Structure and content of various types of reports, how to provide references and written data presentations</p> <p><u>Pedagogy</u> : Presentations, in class exercises and discussions.</p>			

<i>Code</i>	<i>Subject</i>	<i>Credits</i>	<i>Contact Hours</i>
C 1-110	Etiquettes	1	<u>15</u>
<p><u>Objective</u> : At the end of the subject the student will be able to understand etiquette and behave in social situations appropriately.</p> <p><u>Content</u> : Various socio cultural situations requiring particular etiquette and behavior to be followed.</p> <p><u>Pedagogy</u> : Role plays, demonstrations, field visits etc.</p>			

<i>Code</i>	<i>Subject</i>	<i>Credits</i>	<i>Contact Hours</i>
C 1-111	Career planning	1	<u>15</u>
<p><u>Objective</u> : At the end of the subject the student will be able to analyze career alternatives and make decisions about choosing the same.</p> <p><u>Content</u> : Information on educational employment and entrepreneurial opportunities.</p> <p><u>Pedagogy</u> : In- class discussions and presentations. Talks by subject experts</p>			

<i>Code</i>	<i>Subject</i>	<i>Credits</i>	<i>Contact Hours</i>
C 1-112	Event Management skills	1	<u>15</u>
<p><u>Objective</u> : At the end of the subject the student will develop the skill of organizing an event.</p> <p><u>Content</u> : Planning an event, Schedule development, fund management , handling legal compliances staffing and running the event</p> <p><u>Pedagogy</u> : In- class discussions and presentations. Talks by subject experts practical exercise.</p>			

<i>Code</i>	Subject	Credits	Contact Hours
C 1-113	Public speaking skills	1	<u>15</u>
<p><u>Objective</u> : At the end of the subject the student will be able to be a good public speaker</p> <p><u>Content</u> : various stages of preparation for delivering a speech – selection of topic, relevant data collection, draft preparation etc. Listening to famous speeches.</p> <p><u>Pedagogy</u> : Role plays, listening to famous speeches, video and audio feedback.</p>			

Code	Subject	Credits	Contact Hours per Week
C 1-114 C 1-115	Mock Interviews by Executives	1 Each	15 Each
<p>Objective:</p> <p>To enable students to obtain feedback every Term from industry / employers on the extent of competence development they had, their strengths, their weaknesses, etc. judged from the point of their employability in the industry.</p> <p>Content:</p> <p>Mock interviews by executives from industry to assess conceptual clarity, domain knowledge, soft skills, and perspectives held, etc.</p> <p>Pedagogy:</p> <p>Mock interviews by executives from industry</p> <p>Reading:</p> <p>Nil</p>			

Code	Subject	Credits	Contact Hours per Week
C 1-201	Internship in Organizations and Report ⁷ / Field Project in Organizations (for part time MBA)	1Credit per week	Approximately 40 to 48 Hours per week
<p>Objective:</p> <p>To enable students to understand how industry works in order to enhance learning from real life Case Studies in Terms 3 onwards for full time and Term 5 onwards for part time MBA.</p> <p>Content:</p> <p>Industry practices.</p> <p>Pedagogy:</p> <p>Internship in / field project in various departments of a firm. Report based on the Internship / field project.</p> <p>Reading:</p> <p>Secondary materials on the firm in which Internship / field project is undertaken.</p>			

⁷ For Understanding How Industry Works in terms of concepts learned.

Code	Subject	Credits	Contact Hours per Week
C 1-301	Internship / Field Project Seminars	6	15 Hours: 1 Hour per Student for a Batch of 60 for 1 Month in December (30 Minutes each for part time MBA in July)
<p>Objective:</p> <p>To enable students to learn from each other on how industry works in order to enhance learning from real life Case Studies in Terms 3 onwards.</p> <p>Content:</p> <p>Industry practices.</p> <p>Pedagogy:</p> <p>Seminars by students followed by discussions on the Internship they had in various departments of a firm.</p> <p>Reading:</p> <p>Secondary materials on the firm in which Internship is undertaken.</p>			

Code	Subject	Credits	Contact Hours per Week
C 1-402	Summer Internship in Organizations and Report (Full Time MBA) / Summer Field Project in Organizations and Report ⁸ (Part Time MBA)	8	Approximately 40 to 48 Hours for 6 to 8 Weeks during May to June (Full Time MBA) / To be done along with their normal work in employer organizations in May-June (Part Time MBA)
<p><u>Objective:</u> At the end of the subject, the student will have the ability to undertake a project assignment in organizations and arrive at actionable suggestions.</p> <p><u>Content:</u> Real life project in an organization, articulating the decision problem, collection of information, analysis of information, arriving at conclusions and actionable recommendations, report writing and presentation to management of the organization.</p> <p><u>Pedagogy:</u> Project with guidance / discussions through Course Management Software</p>			

⁸ Internship of a Problem Solving Nature

Code	Subject	Credits	Contact Hours per Week
C 1-501	Summer Internship Seminars (for full time MBA) / Summer Field Project Seminars (for part time MBA)	6	1 Hour per Student for full time MBA and 30 Minutes per Student for part time MBA
<p><u>Objective:</u> At the end of the subject, the student will have the ability to present actionable suggestions in a client friendly manner.</p> <p><u>Content:</u> Based on projects done vide 402.</p> <p><u>Pedagogy:</u> Guidance and discussions through Course Management Software. For Seminars, an examiner from industry would be present.</p>			

Syllabi of Optional Business Courses (Human Resource)

Code	Subject	Credits	Contact Hours per Week
OH - 002	Compensation Management	2	3
<p><u>Objectives</u></p> <ul style="list-style-type: none"> • To equip the students with the necessary skills and techniques for the managerial function of compensation management. • To be able to design a cost effective pay structure that will attract, motivate and retain employees and be viewed as fair by employees. • To understand the various factors affecting the compensation packages such as the legalities, rising employee expectations, competitive pressures. <p><u>Contents</u></p> <p>Job Evaluation and Job worth – methods and importance, application of motivational theories while designing compensation, Compensation Surveys, Development of salary structures, Budgeting Process, Alignment with business strategies, Understanding the various components of a compensation package, Non-monetary benefits, Secrecy of salaries, Linkage with Performance Management, Wages in an IR scenario, Taxation.</p> <p><u>Pedagogy and Evaluation</u></p> <p>Case Studies, Presentations, Simulations, Class Discussions, Field Project, Assignments.</p> <p><u>Minimum depth of coverage will be at the level of the following books / readings.</u></p> <ol style="list-style-type: none"> 1. G.T. Milkovich: ‘Compensation Management’; Tata McGraw Hill; Latest Edition. 2. Mousmi S. Bhattacharya & Nilanjan Sengupta: ‘Compensation Management’; Excel Books; Latest Edition. 3. Richard I. Henderson: ‘Compensation Management in a knowledge based World’; Pearson Prentice Hall; Latest Edition. 4. Industry notes and business stories from popular business periodicals. 			

Code	Subject	Credits	Contact Hours per Week
OH - 010	Employee Competence and Potential Mapping	2	3

Objectives

- To provide both theoretical and application-oriented inputs on competency mapping and developing mapped competencies.
- To understand the concept of competency and competency based HR practices.
- To understand the various approaches towards building a competency model.
- To understand and select data collection methods from a sample and build a competency model.
- To understand how to integrate the applications of competency model with other HRM functions.

Contents

Evolution of Competencies, Developing a competency model, Application of Competency Mapping in other HR functions, Competency Framework, Assessment Centres, Balance Score Cards.

Pedagogy and Evaluation

Case Studies, Class Discussions, Field Project, Presentations, Assignments.

Minimum depth of coverage will be at the level of the following books / readings.

1. Seema Sanghi: 'Handbook of Competency Mapping'; Response Books; Latest Edition.
2. Ganesh Shermon: 'Competency based HRM'; Tata Mc Graw Hill; Latest Edition.
3. Whiddett and Hollyforde: 'A Practical Guide to Competencies'; Chartered Institute of Personnel and Development; Latest Edition.
4. Industry notes and business stories from popular business periodicals.

Code	Subject	Credits	Contact Hours per Week
OH - 008	Human Resource Development Audit	2	3
<p><u>Objectives</u></p> <ul style="list-style-type: none"> To equip students with the necessary skills and techniques required for managerial function of HRD Audit. To understand the importance of Audit. To understand the various methods/tools and process of auditing the various areas of Human Resource. <p>Contents</p> <p>HRD in Indian Context, Alignment of HR with the Business Strategies, Strategies, Systems, Culture, Competence, Methods of Auditing: Interviews, Observation, Surveys, Audit Process, HRD Audit as an OD intervention.</p> <p>Pedagogy and Evaluation</p> <p>Case Studies, Presentation, Class Discussion, Field Project, Assignments.</p> <p><u>Minimum depth of coverage will be at the level of the following books / readings.</u></p> <ol style="list-style-type: none"> T.V. Rao: 'HRD Audit'; Response Books; Latest Edition. T.V. Rao: 'HRD Score Card 2500'; Response Books; Latest Edition. Industry notes and business stories from popular business periodicals. 			

Code	Subject	Credits	Contact Hours per Week
OH - 007	Industrial Relations	2	3
<p><u>Objectives</u></p> <ul style="list-style-type: none"> To equip students with necessary skills and techniques for the managerial function of Industrial Relations. To understand the various factors and issues that affects an industrial relations system. To be able to take decision for long term as well as short term situations. To provide a conceptual background, deal with problems and issues. <p>Contents</p> <p>Background of IR, Trade Unions, Employers' Federations, Grievance Handling, Discipline and Judicial Approach to Discipline, Industrial Conflict, Labour Welfare and Social Security, Workers' Participation in Management, Central Board of Workers' Education Scheme, Five Year Plans and Labour Policy in India, Wages and IR, Collective Bargaining.</p> <p>Pedagogy and Evaluation</p> <p>Case Studies, Simulations, Field Project, Assignments, Presentations, Class</p>			

Discussions.

Minimum depth of coverage will be at the level of the following books / readings.

1. Ratna Sen: 'Industrial Relations in India'; Macmillan; Latest Edition.
2. B.D. Singh: 'Industrial Relations and Labour Laws'; Excel Books; Latest Edition.
3. Industry notes and business stories from popular business periodicals.

Code	Subject	Credits	Contact Hours per Week
OH - 009	International HRM	2	3

Objectives

- To understand the various concepts and techniques related with handling the human resource function in an international context.
- To understand the various external and internal factors that affect the handling of the human resource function in an international scenario.

Contents

Differentiation of companies in terms of location, work force and policies, Expatriate Compensation, Understanding the various cultural factors that affect International HRM, Understanding the various functions of HRM and its implementation in international context, International HRM strategies adopted by various MNCs.

Pedagogy and Evaluation

Case Studies, Presentations, Class Discussions, Assignments.

Minimum depth of coverage will be at the level of the following books / readings.

1. Evans, Pucik, Barsoux: 'The Global Challenge – International HRM'; Tata McGraw Hill; Latest Edition.
2. Peter Dowling & Dennis Welch & Randall Schuler: 'International HRM'; Thomson, Excel Books; Latest Edition.
3. P. SubbaRao: 'International HRM'; Himalaya Publishing House; Latest Edition.
4. Industry notes and business stories from popular business periodicals.

Code	Subject	Credits	Contact Hours per Week
OH - 006	Legal Issues in HR	2	3
<p><u>Objectives</u></p> <ul style="list-style-type: none"> • To understand the various labour laws in practice to enable them to execute the managerial function related with legalities. • Understand the other factors that affect adherence to legalities such as the IR situation in the organization. • To understand procedural requirements under the acts. <p>Contents</p> <p>Acts related with Compensation such as Workers Compensation Act, Bonus Act, Minimum Wages, Act, Gratuity Act etc., Acts related with Social Security such as Provident Fund Act, Insurance Act, Pension Act etc., Industrial Disputes Act, Standing Orders Act, Industrial Disputes Act, Goa Daman and Diu Shops and Establishments Act, Contract Labour Act, Apprenticeship Act, The Employment Exchange (compulsory notification of vacancies) Act, Negotiation Skills.</p> <p>Pedagogy and Evaluation</p> <p>Case Studies, Presentations, Simulations, Class Discussions, Field Project, Assignments.</p> <p><u>Minimum depth of coverage will be at the level of the following books / readings.</u></p> <ol style="list-style-type: none"> 10. B.D. Singh: 'Labour Laws for Managers'; Excel Books; Latest Edition. 11. Business Law; Nabhi Publications; Latest Edition. 12. S.D. Puri and SandeepPuri: 'Labour Law'; Nabhi Publications; Latest Edition. 13. Industry notes and business stories from popular business periodicals. 			

Code	Subject	Credits	Contact Hours per Week
OH - 003	Organizational Development	2	3
<p><u>Objectives</u></p> <ul style="list-style-type: none"> • Integrated of the basic concept, practice, application and intervention in the field of OD. • To equip students with the concepts and techniques in going about the OD process. • To understand the various OD interventions and their implementation. <p>Contents</p> <p>History of OD, Foundations of OD, Action Research, Structural Interventions, Team Interventions, Comprehensive Interventions, Training Interventions, OD Strategies implemented by other companies, Change Development, Change Models, Future of Organizational Development.</p> <p>Pedagogy and Evaluation</p> <p>Case Studies, Articles, Field Project, Class Discussion, Presentations, Assignments, Class Activities.</p> <p><u>Minimum depth of coverage will be at the level of the following books / readings.</u></p> <ol style="list-style-type: none"> 14. Wendell L. French & Cecil H. Bell, Jr: 'Organizational Development – Behavioural Science Interventions for Organization Development'; Prentice Hall of India Private Ltd; New Delhi; Latest Edition. 15. Wendell L. French; Cecil H. Bell, Jr.; Robert A. Zawacki: 'Organization Development & Transformation - Managing Effective Change'; TataMc Graw Hill; Latest Edition. 16. Mee Yan Cheung Judge, Linda Holbeche: 'Organizational Development'; Kogan Page; Latest Edition. 17. Industry notes and business stories from popular business periodicals. 			

Syllabi

Code	Subject	Credits	Contact Hours per Week
OH - 004	Performance Management	2	3
<p><u>Objectives</u></p> <ul style="list-style-type: none"> • To develop in students an understanding of performance, the constituents and dynamics, organisational relevance and implications, benefits to the organisation, teams and the individual; and builds a competence in handling a wide range of performance management issues. • To understand how a good performance management system in an organization can contribute towards good organizational performance. • To examine the importance of an effective performance management system in helping organisations define and achieve long term and short term goals vital to its overall success. • The course should help future HR managers by developing competencies to: <ul style="list-style-type: none"> ○ Develop and implement a performance management system ○ Select appropriate performance appraisal methods and tools ○ Link individual goals and performance to company's strategy ○ Link performance with merit increases and incentive awards <p><u>Contents</u></p> <p>Overview of performance appraisal, Impact of culture and systems, Performance Planning, Performance Management process, Designing a performance appraisal form, Employee Participation, Managing subordinate performance, Feedback.</p> <p><u>Pedagogy and Evaluation</u></p> <p>Case Studies, Presentations, Simulations, Class Discussions, Assignments.</p> <p><u>Minimum depth of coverage will be at the level of the following books / readings.</u></p> <ol style="list-style-type: none"> 18. T.V. Rao: 'Performance Management and Appraisal Systems'; Response Books; Latest Edition. 19. Herman Aguinis: 'Performance Management'; Pearson Education; Latest Edition. 20. T.V. Rao: 'Performance Management Skills Workbook'; T.V Rao Learning Systems; Latest Edition. 21. Peter F. Drucker: 'People and Performance'; Elsevier; Latest Edition. 22. Industry notes and business stories from popular business periodicals. 			

Syllabi

Code	Subject	Credits	Contact Hours per Week
OH - 001	Recruitment and Selection	2	3
<p><u>Objectives</u></p> <ul style="list-style-type: none"> • Equip students with the necessary skills and techniques for the managerial function of Recruitment and Selection. • To understand the various factors associated with the function of recruitment and selection such as the retention factor, cost, quality, and legalities. <p>Contents</p> <p>Manpower Planning, Job Analysis, Job Description and Job Specification, Understanding the various ways of Recruitment and Selection, Recruitment and Selection Strategies adopted by companies, Effectiveness of Recruitment and Selection methods, Hiring the best fit, Audit.</p> <p>Pedagogy and Evaluation</p> <p>Case Studies, Presentations, Simulations, Class Discussions, Field Project, Assignments.</p> <p><u>Minimum depth of coverage will be at the level of the following books / readings.</u></p> <p>23. Gareth Roberts: ‘Recruitment and Selection’; Chartered Institute of Personnel and Development; Latest Edition.</p> <p>24. Glen Fox & Dean Taylor: ‘ The Complete Recruitment and Selection Toolkit’; Chartered Institute of Personnel and Development; Latest Edition.</p> <p>25. Industry notes and business stories from popular business periodicals.</p>			

Syllabi

Code	Subject	Credits	Contact Hours per Week
OH - 005	Training and Development	2	3
<p><u>Objectives</u></p> <ul style="list-style-type: none"> • To equip students with the skills and techniques required to handle the managerial function of Training and Development. • To understand the relevance of Training and Development in improving the overall on-the-job performance. • To understand the contribution of the training function towards the overall business strategy. <p><u>Contents</u></p> <p>Training Need Analysis, Methods of Training, Training Design, Transfer of Training Program, Assessing Effectiveness of Training.</p> <p><u>Pedagogy and Evaluation</u></p> <p>Case Studies, Presentations, Simulations, Class Discussions, Assignments.</p> <p><u>Minimum depth of coverage will be at the level of the following books / readings.</u></p> <ol style="list-style-type: none"> 26. Devendra Agochiya: 'Every Trainers Handbook'; Sage Publications; Latest Edition. 27. Rolf P. Lynton, Udai Pareek: 'Training for Development'; Sage Publications; Latest Edition. 28. Raymond A. Noe: 'Employee Training and Development'; Tata McGraw Hill Publishing. 29. Industry notes and business stories from popular business periodicals. 			

Syllabi of Optional Business Courses (Marketing)

Code	Subject	Instructor	Credits	Contact Hours per Week
	Sales and Distribution Management	.	2	3

Objectives (preferably in behavioral terms)

- At the end of the course, the student would be in a better position to function effectively as a Sales Executive/ Sales Manager in the Corporate world and take Sales related decisions

Contents

- The contents would be inclusive of Sales Objectives, Sales Force Strategy, Sales Planning and Resource Allocation, Sales Territory Management, Selling Process, Sales Motivation, Sales Accounts, Sales Representative related functions.

Pedagogy and Evaluation

The pedagogy would include role plays, case studies and discussions. Simulation Games also can be used. Evaluation would be at the level of competencies attained by the participants for decision making. Evaluation techniques would be Case Study Analysis, Quizzes, Simulation Games.

Minimum depth of coverage will be at the level of the following books / readings.

30. Sales Management by Cundiff et.al. Prentice Hall of India. Latest Edition
31. Sales and Distribution Management by Tapan Panda and Sunil Sahadev. Latest edition, Oxford University Press

Code	Subject	Instructor	Credits	Contact Hours/ Week
	Advertising Management		2	3
<p><u>Objectives (preferably in behavioral terms)</u></p> <ul style="list-style-type: none"> At the end of the course the participant will be equipped with competencies to function as a junior executive in the advertising industry and be capable of handling advertising accounts. <p>Contents</p> <ul style="list-style-type: none"> The contents of the course include, Introduction to Integrated Marketing Communication, Industry Structure including Advertising structure and compensation to agencies, Creative Strategy implementation, Consumption Process, Communication Process and Models, Communication Objectives and Budget, Media Planning and Strategy, Media Studies, Internet & Interactive Media, Advertisement Tracking and Promotion Campaign Evaluation, <p>Pedagogy and Evaluation</p> <p>The pedagogy would include role plays, case studies and discussions. Simulation Games also can be used. Evaluation would be at the level of competencies attained by the participants for decision making. Evaluation techniques would be Case Study</p> <p><u>Minimum depth of coverage will be at the level of the following books / readings.</u></p> <ol style="list-style-type: none"> Advertising and Promotion by Belch and Belch: Tata McGraw Hill, Latest Edition Advertising Management by Jethwaney and Jain : Oxford University Press Advertising Excellence by Thill, Wood, Dovel and Bovee; McGraw Hill , . 				

	Subject	Instructor	Credits	Contact Hours per Week
	International Marketing		2	3
<u>Objectives (preferably in behavioral terms)</u>				
<ul style="list-style-type: none"> At the end of the course the participant will be equipped with competencies to function as a junior executive in any industry dealing with International Exposure in marketing and be capable of taking Management Decisions in that area. 				
Contents				
<ul style="list-style-type: none"> The contents of the course include, Global Business, International Marketing exposure of firms, World Trade Organisation, International Environment analysis., Marketing support decisions for International Markets, Consumer behavior in international markets and Brand building in International Markets, Pricing and communication decisions in International Markets etc. 				
Pedagogy and Evaluation				
<p>The pedagogy would include role plays, case studies and discussions. Simulation Games also can be used. Evaluation would be at the level of competencies attained by the participants for decision making. Evaluation techniques would be Case Study</p>				
<u>Minimum depth of coverage will be at the level of the following books / readings.</u>				
<ol style="list-style-type: none"> International Marketing by Rakesh Joshi, Oxford University Press latest edition Global Marketing Management by Warren Keegan, Pearson Education, latest edition 				

Code	Subject	Instructor	Credits	Contact Hours per Week
	Retail Management		2	3
<p><u>Objectives (preferably in behavioral terms)</u></p> <ul style="list-style-type: none"> At the end of the course the participant will be equipped with competencies to function as a junior executive in the Retail industry and be capable of taking Retail Management Decisions <p>Contents</p> <ul style="list-style-type: none"> The contents of the course include, Introduction to Retail Industry, Global retailing, Consumption behavior of shoppers and shopping, Value delivery through retailing, Logistics decisions, Store layout and design, Vendor selection and development in retailing, Pricing, Store loyalty etc. <p>Pedagogy and Evaluation</p> <p>The pedagogy would include role plays, case studies and discussions. Simulation Games also can be used. Evaluation would be at the level of competencies attained by the participants for decision making. Evaluation techniques would be Case Study</p> <p><u>Minimum depth of coverage will be at the level of the following books / readings.</u></p> <ol style="list-style-type: none"> Managing Retailing by P.K Sinha, Oxford University Press. Retail Management: A strategic approach by B.Berman, M. Mathur and J. Evans, Pearson Education 				

Code	Subject	Instructor	Credits	Contact Hours per Week
	Brand Management		2	3
<p><u>Objectives (preferably in behavioral terms)</u></p> <ul style="list-style-type: none"> At the end of the course the participant will be equipped with competencies to function as a junior executive in the industry and be capable of managing brands. <p>Contents</p> <ul style="list-style-type: none"> The contents of the course include, Introduction to Branding, Role of Brands, Understanding and Measuring Brand Equity, Brand decisions, Brand Positioning, Brand Architecture, Brand Equity Pyramid, Building brands, Managing Brand extensions. Etc. <p>Pedagogy and Evaluation</p> <p>The pedagogy would include role plays, case studies and discussions. Simulation Games also can be used. Evaluation would be at the level of competencies attained by the participants for decision making. Evaluation techniques would be Case Study</p> <p><u>Minimum depth of coverage will be at the level of the following books / readings.</u></p> <ol style="list-style-type: none"> Strategic Brand Management by Kevin Keller, Pearson Education latest edition Brand Management by Kirti Dutta, Oxford University Press latest edition 				

Code	Subject	Instructor	Credits	Contact Hours per Week
	Tourism and Hospitality Marketing		2	3

Objectives (preferably in behavioral terms)

- At the end of the course the participant will be equipped with competencies to function as a junior executive in the Tourism industry and be capable of taking marketing decisions in Tourism.

Contents

- The contents of the course include, Introduction to Tourism Marketing Role of Marketing in Tourism and Hospitality, Pricing decisions, Communication decisions, E-Marketing in Tourism, Consumer Behaviour in Tourism, etc.

Pedagogy and Evaluation

The pedagogy would include role plays, case studies and discussions. Simulation Games also can be used. Evaluation would be at the level of competencies attained by the participants for decision making. Evaluation techniques would be Case Study

Minimum depth of coverage will be at the level of the following books / readings.

1. Marketing for Tourism and Hospitality by P.Kotler, Makens and Bowen, Pearson Education UK.
2. Tourism Marketing by M.Chaudhary, Oxford Press
3. Tourism Marketing by D. Dasgupta, Pearson Education India.

Code	Subject	Instructor	Credits	Contact Hours per Week
	Consumer Behavior		2	3
<p><u>Objectives (preferably in behavioral terms)</u></p> <ul style="list-style-type: none"> At the end of the course the participant will be equipped with competencies to apply knowledge about the customers' psychological factors and consumers' environment for making marketing decisions <p>Contents</p> <ul style="list-style-type: none"> The contents of the course include, consumer research, consumer motivation, personality, consumer perception, learning, attitude formation and change, communication, reference groups, social class, culture and subculture, diffusion of innovation and consumer decision making etc. <p>Pedagogy and Evaluation</p> <p>The pedagogy would include role plays, case studies and discussion and activities. Evaluation would be at the level of competencies attained by the participants for decision making. Evaluation techniques would be Case Studies, assignments and projects.</p> <p><u>Minimum depth of coverage will be at the level of the following books / readings.</u></p> <ol style="list-style-type: none"> Consumer Behavior by L. G. Schiffman and L. L. Kanuk, Pearson, Latest edition Consumer Behavior by M. R. Solomon, Prentice Hall of India, latest edition 				

Code	Subject	Instructor	Credits	Contact Hours per Week
	Services Marketing		2	3
<p><u>Objectives (preferably in behavioral terms)</u></p> <ul style="list-style-type: none"> At the end of the course the participant will be equipped with competencies to apply service specific knowledge to marketing decisions. <p>Contents</p> <ul style="list-style-type: none"> The contents of the course include, consumer behavior in services, customer expectations and perception of services, customer relations, service recovery, service innovation and design, customer defined service standards, physical evidence, employee in service, service delivery, demand and capacity, services marketing communications, pricing of services etc. <p>Pedagogy and Evaluation</p> <p>The pedagogy would include role plays, case studies and discussions and activities. Evaluation would be at the level of competencies attained by the participants for decision making. Evaluation techniques would be Case studies, assignments and projects.</p> <p><u>Minimum depth of coverage will be at the level of the following books / readings.</u></p> <ol style="list-style-type: none"> Services Marketing by V. Zeithaml et al. McGraw Hill, Latest edition Services Marketing by C. Lovelock. Pearson Prentice Hall. latest edition 				

Code	Subject	Instructor	Credits	Contact Hours per Week
	Marketing Research		2	3
<p><u>Objectives (preferably in behavioral terms)</u></p> <ul style="list-style-type: none"> At the end of the course the participant will be equipped with competencies to function as a junior executive in the industry and be capable of managing brands. <p>Contents</p> <ul style="list-style-type: none"> The contents of the course include, marketing research process, exploratory designs, descriptive research design, observation techniques, sampling, measurement and scaling, schedule design, data analysis, preparation of reports. <p>Pedagogy and Evaluation</p> <p>The pedagogy would include role plays, case studies and discussions, projects and activities. Evaluation would be at the level of competencies attained by the participants for decision making. Evaluation techniques would be Case studies, assignments and projects.</p> <p><u>Minimum depth of coverage will be at the level of the following books / readings.</u></p> <ol style="list-style-type: none"> Marketing Research by Joseph F. Hair et al. Tata McGraw Hill, latest edition Marketing Research by N. K. Malhotra, Pearson Education, latest edition 				

Syllabi of Optional Business Courses (Finance)

Code	Subject	Credits	Contact Hours per Week
	Financial Accounting	2	2 / 3
Objective:	At the end of the course, the students would have competence in writing Books of Accounts, preparing Financial Statements and interpreting and analysing them.		
Content:	Recording of business transactions in different books of accounts, inventory valuations, depreciation accounting, Accounting standards, Preparation of Accounts and Financial Statements with and without the help of software packages.		
Pedagogy:	Problem solving, Case Studies, Presentations and Computer / Industry data based assignments use of software packages.		
<u>Minimum depth of coverage will be at the level of the following books / readings.</u>			
1. R. Narayanswamy; 'Financial Accounting'; PHI Learning Pvt. Ltd., New Delhi; Latest edition			
2. Anthony, Hawkins, Merchant; 'Accounting-Text and Cases'; Tata McGraw-Hill; Latest edition.			
3. T. Vijayakumar; 'Accounting for Management'; Tata McGraw-Hill; Latest Edition.			
4. Websites such as those of Ministry for Corporate Affairs.			

Code	Subject	Credits	Contact Hours per Week
	Project Planning and Implementation	2	2 / 3
Objective:	At the end of the course, the students would have competence in choosing between alternate projects, planning financial requirements and formulating financial projections relating to new and expansion projects.		
Content:	Techniques of project evaluation such as N.P.V., I.R.R. etc., cash flow forecasts, investment decisions with risk analyses using tools such as sensitivity analysis, scenario analysis, financing of projects with reference to leverage, risks and cost of capital, Outline of project report.		
Pedagogy:	Problem solving, Case Studies, Presentations and Computer / Industry and Capital Market data based Assignments, Review of Academic articles from journal databases.		
<u>Minimum depth of coverage will be at the level of the following books / readings.</u>			
10. Brealy, Myers, Allen and Mohanty; 'Principles of Corporate Finance'; Tata McGraw-Hill; Latest edition.			
11. I. M. Pandey; 'Financial Management'; Vikas Publishing House Pvt. Ltd.; Latest edition.			
12. Prasanna Chandra; 'Projects', Tata McGraw-Hill; Latest edition.			
13. Pandey, I.M. and Ramesh Bhat; 'Cases in Financial Management'; Tata McGraw-Hill; Latest edition.			
14. Academic journals and Popular business periodicals.			

Code	Subject	Credits	Contact Hours per Week
	Working Capital Management	2	2 / 3
Objective:	At the end of the course, the students would have competence in taking decisions relating to working capital, for judicious management of all components such as cash, receivables, payables and inventory with reference to risk return trade off.		
Content:	Estimation of working capital requirement, operating cycle, working capital policies and their impact on profitability and risk, decisions regarding components of working capital-stock, debtors, cash and creditors, application of techniques to real life situations.		
Pedagogy:	Problem solving, Case Studies, Presentations and Computer / Industry data based assignments, Review of Academic articles from journal databases.		
<u>Minimum depth of coverage will be at the level of the following books / readings.</u>			
<ol style="list-style-type: none"> 1. V. K. Bhalla; 'Working Capital Management- Text and Cases'; Anmol Publications Pvt. Ltd., New Delhi; Latest edition 2. M.Y. Khan and P. K. Jain; 'Financial Management-Text Problems and Cases'; Tata McGraw-Hill; Latest edition. 3. W. Carl Kester, Richard S. Ruback, Peter Tufano; 'Case Problems in Finance'; Tata McGraw-Hill; Latest Edition. 4. Academic journals and popular business periodicals. 			

Code	Subject	Credits	Contact Hours per Week
	Tax Planning and Management	2	2 / 3
Objective:	At the end of the course, the students would have competence in taking financial decision for corporate and non corporate entities with due cognizance of their tax implications.		
Content:	Definitions, residential status and scope of total income, computation of taxable profits and notional profits for corporate and non corporate entities with reference to financial statements, deductions, capital gains, filing of returns, advance tax, TDS.		
Pedagogy:	Problem solving, Case Studies, Presentations.		
<u>Minimum depth of coverage will be at the level of the following books / readings.</u>			
<ol style="list-style-type: none"> 1. Dr. Vinod Singhanian and Dr. Kapil Singhanian; 'Direct Taxes- Law and Practice'; Taxmann Publications Pvt. Ltd., New Delhi; Latest edition 2. Dr. Vinod Singhanian and Dr. Monical Singhanian; 'Students Guide to Income Tax'; Tata McGraw-Hill; Latest edition. 3. Websites such as those of Ministry for Finance for Budget and Economic Survey. 			

Code	Subject	Credits	Contact Hours per Week
	International Finance	2	2 / 3
Objective:	At the end of the course, the students would have competence in handling foreign currency transactions, including raising finance with due knowledge of their accounting and tax implications and also risks related to such transactions.		
Content:	Foreign exchange accounting along with tax implications, Risk coverage of foreign exchange transactions, Forward contracts, Interest and Currency Swaps, Options and derivatives in foreign currency markets, Global Financial Institutions and developments in relevant laws.		
Pedagogy:	Problem solving, Case Studies, Presentations.		
<u>Minimum depth of coverage will be at the level of the following books / readings.</u>			
<ol style="list-style-type: none"> 1. P. G. Apte; 'International Financial Management'; Tata McGraw-Hill; Latest edition 2. Milind Sathye, Larry Rose, Larrissa Allen and Rae Weston; 'International Financial Management'; John Wiley & Sons. Australia. Indian Edition for students. 3. P.R. Joshi; 'Global Financial Markets. Shopping for Finance'; Tata McGraw-Hill; Latest edition 4. Academic journals and popular business periodicals. 			

Code	Subject	Credits	Contact Hours per Week
	Security Analysis and Portfolio Management (SAPM)	2	2 / 3
Objective:	At the end of the course the student should have developed an ability to make a choice of Equity & Debt instruments in a given situation and Construct and Manage a Portfolio with a Long Term Investment Time Horizon with an end objective to maximize the Return on Investment vis-à-vis Risk of the Portfolio.		
Content:	Investment Avenues, Risk and Return tradeoff, Valuation of Shares & Fixed Income Securities, Fundamental Analysis, Technical Analysis, Portfolio Selection, Portfolio Management		
Pedagogy:	Problem solving, Case Studies, Presentations and Computer / Industry and Capital Market data based Assignments, Review of Academic articles from journal databases, Final Project.		
<u>Minimum depth of coverage will be at the level of the following books / readings.</u>			
<ol style="list-style-type: none"> 1. Jordan & Ficsher; Security Analysis and Portfolio Management; Prentice Hall; Latest edition; 2. Prasanna Chandra; Investment Analysis & Portfolio Management; Tata Mcgrawhill; Latest edition; 3. Bodie, Kane, Marcus & Mohanty; Investments; Mcgrawhill; Latest edition 4. Academic journals and Popular business periodicals. 			

Code	Subject	Credits	Contact Hours per Week
	Futures, Options and Risk Management (FORM)	2	2 / 3
Objective:	At the end of the course the student should have developed an ability to make a choice of appropriate Derivative instruments in a given situation and Construct and Manage a Portfolio with an end objective to hedge business and portfolio risk.		
Content:	Forwards, Futures, Options, Swaps, Measurement of Risk, Hedging strategies using the derivative instruments.		
Pedagogy:	Problem solving, Case Studies, Presentations and Computer / Industry and Capital Market data based Assignments, Review of Academic articles from journal databases, Final Project.		
<u>Minimum depth of coverage will be at the level of the following books / readings.</u>			
1. Fundamental of Futures & Options by John C. Hull; Pearson Publication; Latest edition;			
2. Futures & Option: Concepts & Application by Sunil K Parmeswaran; Mcgraw Hill publication, Latest edition;			
1. Academic journals and popular business periodicals.			

Code	Subject	Credits	Contact Hours per Week
	Mergers, Acquisitions and Corporate restructuring (M&A)	2	2 / 3
Objective:	At the end of the course the participants should have developed an ability to locate a good Merger or Takeover target, value it and build defences against hostile Takeovers of its own organisation.		
Content:	Strategic decisions leading to M&A, Due Diligence report, Mapping the entire process of Merger and Acquisition and analysing the success of M&A.		
Pedagogy:	Problem solving, Case Studies, Presentations and Computer / Industry and Capital Market data based Assignments, Review of Academic articles from journal databases, Final Case Study.		
<u>Minimum depth of coverage will be at the level of the following books / readings.</u>			
1. Merger and Acquisitions : Text & Cases by B. Rajesh Kumar; McgrawHill Publication; Latest edition;			
2. Mergers & Acquisitions and Corporate Restructuring by Prasad Godbole, Vikas Publication; Latest edition.			
3. Academic journals and popular business periodicals.			

Code	Subject	Credits	Contact Hours per Week
	Financial Planning (FP)	2	2 / 3
Objective:	At the end of the course the student should have developed an ability to make a choice of appropriate Investment Avenues in a given situation and Construct and Manage personal finance and plan for the future.		
Content:	Insurance, Equity, Commodity, Land, Fixed Income Securities Investment decisions.		
Pedagogy:	Problem solving, Case Studies, Presentations and Computer / Industry and Capital Market data based Assignments, Review of Academic articles from journal databases, Final Project.		
<u>Minimum depth of coverage will be at the level of the following books / readings.</u>			
1. Investment Game: How to win by Prasanna Chandral; Mcgrawhill Publication; Latest edition;			
2. I. M. Pandey; 'Financial Management'; Vikas Publishing House Pvt. Ltd.; Latest edition.			
3. Prasanna Chandra; Investment Analysis & Portfolio Management; Tata Mcgrawhill; Latest edition;			
4. Academic journals and popular business periodicals.			

Syllabi of Optional Non Business Courses

Code	Subject	Credits	Contact Hours per Week
	Appreciation of Music	2	2 / 3
Objective:	At the end of the course, the students should have developed competence in appreciating Indian Music.		
Content:	Sur, Swar, Laya, Taal, Theka, Raag, Raag Swarup, Folk Music, Raag Saundarya		
Pedagogy:	Using interactive software, Viva, Class and Group discussion		
<u>Minimum depth of coverage will be at the level of the following books / readings.</u>			
15. History of Indian Music by B. C. Desai;			
16. Hindustani Sangeet by Ashok Ranade, NBT, New Delhi;			
17. Gyaan Jignyasa, a software developed by Spectrum, Pune;			
18. Academic journals and Popular business periodicals.			

Code	Subject	Instructor	Credits	Contact Hours per Week
	Goan History and Heritage Appreciation Course.	.	2	3

Objectives (preferably in behavioral terms)

At the end of the course, the student would be in a better position to appreciate the History of Goa and its Architecture. They should be able to identify different periods of Rule in Goa through the Heritage and Architecture.

Contents

The contents would be inclusive of Pre Portuguese History, Heritage, and Portuguese History and heritage and post liberation history. Kushawati Heritage Trail etc.

Pedagogy and Evaluation

The pedagogy would include Discussions, Videos and movies and specifically a Heritage Trail giving them indepth view of the Heritage of Goa.

Minimum depth of coverage will be at the level of the following books / readings.

Code	Subject	Instructor	Credits	Contact Hours per Week
	Indian Political Economy	.	2	3

Objectives (preferably in behavioral terms)

The course seeks to introduce students to the contemporary debates in Indian Political Economy. Beginning with a brief conceptual outline of the political economy as an area of study, it would look at various themes in Indian politics from the perspective of the interplay between various factors such as state, market, policies, institutions and interest groups. The sessions will be centered around various debates that have shaped India's development-democracy interface

Contents

Political Economy : Meaning and Approaches State, Planning and Developmental Debate in India .Agrarian Politics in India. Debates on Industrial Policy, Trade and Growth in India. Politics of Economic Reforms. Regional Disparity and Marginal Groups in India. Coalition Politics, Corruption and Crisis of Governance in India

Pedagogy and Evaluation

The pedagogy would include multiple patterns of interactions such as lectures, panel/group discussions and debates, quiz ,article review and film appreciation.

Minimum depth of coverage will be at the level of the following books / readings.

1. Bipan Chandra et. al India Since Independence, Penguin Books, 2008
2. Atul Kohli, Democracy and Development in India, Oxford University Press, 2010
3. Francine Frankel, India's Political Economy:1947-2004 The Gradual Evolution, Oxford University Press, 2005
4. Dipankar Gupta, Mistaken Modernity: India Between Worlds, Harper Collins,2000

MBA PROGRAM STRUCTURE

Term 1: July to September 2012

Code	Subject	Credits	Contact Hours
C 1-001	Strategic Management	2	30
C 1-003	Marketing Management	2	30
C 1-004	Finance Management	2	30
C 1-005	Production Operations Management	2	30
C 1-107	Business Economics	2	30
C 1-101	SSP 1: Oral Communication Skills in English	1	15
C 1-029	Comprehensive Case Analysis 1	1	15
C 1-033	Learning Management through Executive Interaction		4-6
C 1-034	Seminars on Contemporary Issues	1	15

Term 2 September to December 2012

Code	Subject	Credits	Contact Hours
C 1-009	Organizational Behavior	2	30
C 1-010	Advanced Marketing Management	2	30
C 1-011	Advanced Finance Management	2	30
C 1-012	Human Resource Management	2	30
C 1-014	Management Accounting	2	30
C 1-015	Macroeconomic Analysis	2	30
C 1-033	Learning Management through Executive Interactions		4-6
C 1-103	SSP 2: Presentation Skills	1	15
C 1-109	SSP 3 -Report Writing Skills	1	15

Term 3 January to March 2013

Code	Subject	Credits	Contact Hours
C 1-012	Advanced Human Resource Management	2	30
C 1-018	Business Research Methods	2	30
C 1-019	Legal Aspects of Business	2	30
C 1-023	Business Ethics	2	30
C 1-028	Indian Social, Political and Cultural Environment	2	30
C 1-039	Financial Markets	2	30
C 1- 105	SSP 4 – Group Discussion Skills	1	15
C 1-033	Learning Management through Executive Interactions		4-6
C 1-114	SSP 6: Mock Interviews by Executives		
	Electives –Business (2 Electives- per elective 2 credits)	4	60

Term 4 (April to June 2013)

Code	Subject	Credits	Contact Hours
	Summer Internship in Organizations and Report	8	March to June
	Internship Seminars	8	June

Term 5 (July to September 2013)

Code	Subject	Credits	Contact Hours
	Electives- Business (6 Electives- per elective 2 credits)	12	180
	Electives- Non Business (one Elective)	2	30
C 1-107	SSP 5: Interview Facing Skills	1	15
C 1-033	Learning Management through Executive Interactions		4-6

Term 6 (September to December 2013)

Code	Subject	Credits	Contact Hours
	Electives- Business (4 Electives- per elective 2 credits)	8	120
	Electives- Non Business(2 Electives- per elective 2 credits)	4	60
C 1-114	SSP 6: Mock Interviews by Executives	1	
C 1-030	Comprehensive Case Analysis 1	1	15
C 1-033	Learning Management through Executive Interactions		4-6
C 1-035	Seminars on Contemporary Issues	1	15

Term 7 (January to March 2014)

Code	Subject	Credits	Contact Hours
	Internship		
	Internship Seminars		

Courses and their allocation across terms are subject to change.

- Functional electives (such as finance, marketing, human resources, operations and systems) and industry electives (such as hospitality and tourism, IT enabled services) shall be offered within the constraints of students' demand and the resources available with the department from time to time.
- Internships and reports have 20 credits and Internship seminars have 6 credits

**Summary of Category wise Credits for compliance with New MBA Ordinance
of Goa University**

Core Business Courses	40 *
Core Soft Skill Courses	06
Optional Business Courses	24
Optional Non Business courses	06
Internships in Organizations and Reports	20
Internship Seminars	06
Total	102

- Term wise details of credits for Core Business Courses

Term 1	12
Term 2	12
Term 3	12
Term 4	Nil
Term 5	Nil
Term 6	02+02(Executive Interaction and Mock Interviews)
Term 7	Nil
Total	40