

- Methodology of Research in social Sciences- O R Krishnaswami, M Ranganatham, HPH, 2007
- Research Methodology – C.R.Kothari, VishwaPrakashan
- Business Research Methodology – J K Sachdeva – 2nd Edition - HPH, 2011
- Research Methodology – concepts and cases – Deepak Chawla and NeenaSondhi -Vikas Publication - 2014

BUSINESS LAW AND POLICY

Subject Code	: 16MBA24	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hours / Week		

Objectives:

- To understand the legal environment of business and complexities faced by businesses.
- To learn various legal provisions under Indian Companies Act.
- To understand the importance of Corporate Social Responsibility

Course Outcome:

At the end of the course students will be able to:

- Demonstrate awareness towards legal and regulatory context of business
- Recognize and appropriately respond to ethical, legal and strategic concerns relating to human resource and organizational management.
- Gain insights into various acts and understand the significance of corporate governance

Unit 1

(10 Hours)

Indian Contract Act, 1872-meaning of contract, agreement, essential elements of a valid contract. Law of agency-meaning, creation and termination of agency. Bailment and Pledge-meaning rights and duties of bailor and bailee.

Unit 2:

(10 Hours)

Companies Act 1956- Meaning and features, kinds of companies, registration and incorporation, Memorandum of Association,& Articles of Association, Prospectus. Winding up of companies

Unit 3:

(10 Hours)

Miscellaneous Acts-Meaning, scope and objectives of: (a) Intellectual Property Law (relating to patents, copyrights and trademarks): (b) Consumer Protection Act 1986 and (c) Environment Protection Act 1986,

Unit 4:

(10 Hours)

Indian Partnership Act 1932 - THE NATURE OF PARTNERSHIP- Introduction of a partner- Admission of the partner -Retirement of a partner- Expulsion of a partner - Insolvency a partner - Liability of estate of deceased partner

Unit 5:

(8 Hours)

Corporate Governance: Introduction, Definition, Issues in corporate governance, relevance of corporate governance, need and importance of corporate governance, benefits of good corporate governance. Obligation to society, investors, employees and customers, managerial obligation, Indian cases

Unit 6:

(8 Hours)

Corporate Social Responsibility: Types and nature of social responsibilities, CSR principles and strategies, models of CSR, Best practices of CSR, Need of CSR, Arguments for and against CSR, CSR in Indian perspective, Indian examples. Latest trends in CSR

Practical Components:

- Students are expected to study any five CSR initiatives by Indian organizations and submit a report for the same.
- A group assignment on the relationship between Business, Law and Society in Indian context
- Case studies/Role plays related ethical issues in business with respect to Indian context.
- Students to collect, analyse and discuss MA, AA & Prospectus of a company.
- Organize a programme on consumer awareness and consumer rights.

RECOMMENDED BOOKS:

- Business, Government, and Society: A Managerial Perspective, Text and Cases – John F. Steiner, 12/e, McGraw-Hill, 2011.
- Business and Government – Francis Cherunilam, HPH.
- Corporate Governance: principles, policies and practices – Fernando A. C, 2/e, Pearson, 2011.
- Business Ethics and Corporate Governance - Ghosh B. N, Tata McGraw-Hill, 2012.
- Business Law for Managers, Goel P. K, Biztantra, 2012.
- Corporate Social Responsibility: A Study of CSR Practices in Indian Industry, Baxi C. V & Rupamanjari Sinha Ray, Vikas Publishing House, 2012.

REFERENCE BOOKS:

- Business and Society - Lawrence and Weber, 12/e, Tata McGraw- Hill, 2010.
- Business Ethics - Bajaj P. S & Raj Agarwal, Biztantra, 2012.
- Corporate Governance - Keshoo Prasad, 2/e, PHI.
- Corporate Governance, Ethics and social responsibility - Balachandran V, & Chandrashekharan V, 2/e, PHI, 2011.
- Corporate Governance – Machiraju H. R, HPH.
- Business Ethics and Corporate Governance – Prabakaran S, Excel BOOKS.
- Corporate Governance – Badi N. V, Vrinda Publications, 2012.
- Civic Sense – Prakash Pillappa, Excel BOOKS, 2012.

Digitalizing the Indian rural markets-e-rural marketing: select live case studies-ITC e-choupal, TARA haat, EID Parry's Indiaagriline, Kandhamal Apex Spices Association for Marketing(KASAM)

Communication strategy: Challenges in Rural Communication, A view of CommunicationProcess, Developing Effective- Profiling the Target Audience, Determining communicationobjectives, designing the message, selecting the communication channels, deciding thepromotion mix, Creating advertisement for rural audiences rural media- Mass media, Non-Conventional Media, Personalized media, Rural Media: The importance of the two-step flow ofcommunication Media Typology, The Media Model, Media innovation, Influence of ConsumerBehaviour on Communication strategies

Practical Components:

- Visit to the various Micro Finance Institutes, who extend their services in catering rural market.
- Visit to a village and understand the market structure and also understand the functioning part of the rural markets
- Students should come up with new product designing with the rural marketing mix 4 As (Awareness, Acceptability, Adaptability and Affordability)
- Students can do a survey on corporate farming and its effect on income of the rural farmer.

RECOMMENDED BOOKS:

- Rural Marketing - Pradeep Kashyap& Siddhartha Raut, Biztantra.
- Rural Marketing - Gopal Swamy T. P, 3/e, Vikas Publishing House.
- Rural Marketing - Dogra &KarminderGhuman, 1/e, TMH.
- Rural Marketing - Sanal Kumar Velayudhan, 2/e, Response Publication, 2007.

REFERENCE BOOKS:

- Rural Marketing – Krishnamacharyulu C. G &Lalitha Ramakrishnan, PearsonEducation.
- Rural Marketing – Habeeb Ur Rahman, 1/e, HPH, 2004.
- Rural Marketing – MinoutiKamat& R. Krishnamoorthy, 3/e, HPH.
- Agricultural Marketing In India – Acharya , Oxford I B H.
- Advertising & Marketing in Rural India- Tej K. Bhatia, 2/e, Macmillan.
- Marketing of Agricultural Products - Richard Kohls and Joseph N. Uhl, 9/e, PHI.

INTERNATIONAL MARKETING MANAGEMENT

Subject Code	: 16MBA MM406	IA Marks	: 20
Number of Lecture Hours/Week	: 03	Exam Hours:	03
Number of Lecture Hours	: 56	Exam Marks:	80
Practical Component	: 02 Hours/ Week		

Objectives:

- To introduce students to the international marketing management process, design andtheories
- To develop skills relating to international trade.
- To familiarize the steps involved in import export documentation.

Outcomes

The student should be able to:

- Be aware of the differences between domestic marketing and international marketing.
- Draft international marketing Strategies
- Note down the import export documentation.

Unit 1:

(8 hours)

International Marketing – Definition and Scope – Reasons and Motivations – Global Vs Domestic Marketing – Concepts related to the management of international marketing function – World Trade and India's foreign trade: an overview – Institutional framework for exports in India.

Unit 2:

(8 hours)

International Trade Theories- Absolute cost-comparative Cost- H-O Theorem- New Trade Theories- Porter's Diamond Theory- Managerial Implications
Global marketing environment – cultural Environment Political and Legal Environment Economic Environment.- Modes of entry in to foreign business

Unit 3:

(10 hours)

India's Export – Import policy – procedure and Documentation - INCO terms - balance of trade and payments

Unit 4:

(12 hours)

International Product Policy and Planning – Need for product planning, Product adaptation, Product Standardization, Cross country segmentation, Product life cycle in International Marketing, International Packaging,
International Market selection – International Marketing Research – International marketing Planning and control.

Unit 5:

(9 hours)

International Pricing and Promotion decisions- International pricing decisions-International promotional decisions-Evaluation of international marketing performance- coordination of international marketing performance

Unit 6:

(9 hours)

International distribution strategy: International Channels – Channel alternatives – Importance of Channel decision – Factors influencing the Channel decision – Channel Selection decision – International Retailing – Role of Logistics

Practical Component:

- Select the best method of entry for doing business in this country and decide on the relevant market segments to target in the selected country and overall marketing approach.
- Review detailed guidelines for developing an international marketing plan

- Analyse international marketing environment to understand opportunities and threats that a company underlying the behaviors of international consumers and business associates.
- Conduct international marketing research to generate information on consumers, competitors and other aspects of the international marketing environment.
- Select countries for international expansion and an appropriate method of entry for international markets ranging from indirect export to joint venture to foreign direct investment.
- Market segmentation, targeting, and positioning strategy for international markets

RECOMMENDED BOOKS:

- International marketing Management – An Indian Perspective, Varshney and Bhattacharya, Sultan Chand & Sons, New Delhi.
- Global Marketing Management, Keegan, Prentice Hall of India, New Delhi.
- International Marketing, Philip Cateora and John Graham, TataMcGraw Hill, New Delhi.
- Export Management, D.C.Kapoor, Vikas Publishing House, New Delhi.

REFERENCE BOOKS:

- Essentials of International Marketing, Donald L. Brady, 1st Edition, JaicoPublishingHouse, 2011
- Export: What, Where, How, Para Ram, Anupam Publishers, Delhi.

SEMESTER IV Finance Specialisation

MERGERS, ACQUISITIONS & CORPORATE RESTRUCTURING

Subject Code	: 16 MBA FM401	IA Marks :20
Number of Lecture Hours/Week	: 03	Exam Hours: 03
Number of Lecture Hours	: 56	Exam Marks: 80
Practical Component	: 02 Hours/ Week	

Course Objectives:

- To facilitate understanding of corporate merger and acquisition activity and restructuring
- To communicate to the students the role that M&A plays in the contemporary corporate world.
- To understand how to use M & A as a strategic tool.
- To compare and contrast the various forms of corporate restructuring.
- To assess human and cultural aspects of M&A's.

Course Outcome:

At the end of the course, the students are able to:

- Understand corporate merger and acquisition activity
- Analyze the mergers & acquisition deals that have taken place in the recent past.
- Understand synergies of mergers & acquisition deals.
- Compute the valuation associated with M&A.
- Understand the human and cultural aspects of M&A's

Case: Fatal Tiger Attack at San Francisco Zoo (LLHT)

Case: There's a Syringe in My Pepsi Can (CJSS)

Unit 6:

(14 Hours)

Issues in Public Relations/Crisis Management – public relations challenges –Types of Issues - target audiences-Public Service as Preventive Public Relations – Special Interests – Importance of Compromise –Issue Anticipation – Scenario Technique.

Crisis Management – Understanding how people typically react to issues – Human Nature – Role of communications – Types of crises – News media influence - Fundamental guidelines

Case: Take your choice – Tobacco or Health (CJSS)

Case: Bhopal – A Nightmare for Union Carbide (CJSS)

Practical Component:

- Related cases for each module to be discussed in the classes and presentation can be done for each case by group of students.
- Team of students can be made and asked to report the media personalities about the event held in the college. Different styles of reporting the same event can be discussed in the class with its possible reactions from the media.
- Collect the newspaper articles about various messages from organizations through spokespersons and analyze the effect of each type of delivery and impact on the audience.
- Conduct a CSR Programme for the college like Blood donation, Eye camps in association with Lions, Rotary clubs etc and gather the information's about various challenges these organizations face during such community oriented programmes.

RECOMMENDED BOOKS

- “Public Relations – The Profession and Practice”, Lattimore, Laskin, Heiman &Toth, third edition, Tata McGraw Hill, 2012 (LLHT)
- “Public Relations Practices – Managerial Case Studies and Problems” Center, Jackson, Smith and Stansbury, Seventh Edition, Prentice Hall of India, 2008 (CJSS).
- Public Relations - Paul Baines, John Egan, Frank Jefkins, Routledge, 3rd edition, 2007.
- Public Relations: Concepts, Practice and Critique, Jacquie L'Etang, SAGE, 2007.
- Public Management – Organizations, Governance and Performance, Laurence J. O' Toole Jr, Kenneth J Meier, 1st edition, Cambridge Publications, 2011.

REFERENCE BOOKS:

- Strategic Planning for Public Relations, Ronald D. Smith, revised edition, Taylor & Francis, 2004.
- Public Relations: A Practical Guide to the Basics, Philip Henslowe, 1st edition, Kogan Page Publishers, 2003.
- An Overview of the Public Relations Function - Shannon A. Bowen, Reprint Edition, Business Expert Press, 2010.
- Public Relations Practices, Managerial Case Studies and Problems, Allen H Center, Patrick Jackson, Stacey Smith, Frank R Stansberry, 7th Edition.

WORKPLACE ETHICS AND VALUE SYSTEMS

Subject Code	: 16MBA HR402	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03

Total Number of Lecture Hours : 56
Practical Component : 02 Hours / Week

Exam Marks : 80

Course Objectives:

- To understand the ethical practices at workplace.
- To address the ethical issues which arise in the work environment.
- To acquaint students with various ethical problems at work place.

Course Outcomes:

The students will be able to

- Learn the principles and practices of workplace ethics.
- Understand the concepts of corporate governance and ethics.
- Gain insights of Discrimination and Harassment at Workplace

Unit 1: (8 Hours)

Workplace Ethics: Introduction, Needs, Principles, Development of Personal Ethics, Workplace Ethics for Employees-Ethical behavior in workplace- Professionalism, Ethical violations by employees, Employee Attitude and Ethics, Employee Etiquettes. Benefits of ethics in Workplace-employee commitment, investor loyalty, customer satisfaction, profits

Unit 2; (8 Hours)

Professionalism at Workplace: Unethical Conduct for employees and employers. Factors leading to Unethical Behaviors. Different unethical behaviors. Measures to control unethical behaviors. Rewarding ethical behavior

Unit 3: (10 Hours)

Business Ethics and Corporate Governance: Overview of Business Ethics, Corporate Governance, Ethical issues in human resource management- The principal of ethical hiring, Firing, worker safety, whistle blowing, Equality of opportunity, Discrimination, Ethics and remuneration, Ethics in retrenchment. Ethical Dilemmas at workplace, Ethical issues in global business, corporate responsibility of employers.

Unit 4: (10 Hours)

Workplace Privacy & Ethics: Watching what you say and what you do in the workplace, Hardware, Software and Spyware, Plagiarism and Computer Crimes, Convenience and Death of Privacy, Defence of employee privacy rights.

Unit 5; (12 Hours)

Teamwork in the Workplace, Ethics, Discrimination and Harassment at Workplace & Ethics: Teams, Elements of team, Stages of team development, team meetings, team rules, and teams work and professional responsibility, rules of professional responsibility, ASME code of ethics.Discrimination, sexual harassment, creating awareness about workplace harassment, Vishaka Dutta vs. State of Rajasthan –Supreme Court directions, Compulsory workplace guidelines.

Unit 6: (8 Hours)

Managing Change in Workplace through Ethics: Introduction to Change Management, Models of change, the Ethics of Managing Change, the role of ethics and responsibilities in leading innovation and change, ethics based model for change management, ethics and risks of change management

Practical Components:

- To solve case studies on Workplace Ethics
- To visit organizations and find out the problems and causes for unethical behavior at workplace.
- To visit organizations and find out the measures adopted to control unethical behavior of employees.
- To compare and contrast the various ethical codes of conduct practiced in organizations.
- To study the recent cases on breach of workplace privacy.

RECOMMENDED TEXT BOOKS:

- Ethical Theory and Business, Tom L. Beauchamp, Norman E. Bowie and Denis Arnold, 8th Edition.
- Business Ethics – Ethical Decision making and cases O.C. Ferrell, John Fraedrich, and Linda Ferrell, 9th Edition, Cengage Learning.
- How technology is compromising Workplace Privacy, Fredrick S Lane 111, AMACOM Div American Mgmt Assn, 2003
- Ethics in the Workplace, Dean Bredeson, Keith Goree, Cengage Learning, 2011.

REFERENCE BOOKS:

- Ethics in 21st Century, Mary Alice Trent, Oral Roberts University, longman.
- Ethics in workplace, Elizabeth P Tierney, Oak tree press
- Ethics in Workplace: System Perspective, William F Roth, Pearson, 2014.
- Ethics in the Workplace: Tools and Tactics for Organizational Transformation - Craig E. Johnson - SAGE Publications, 2007
- Business Ethics: Fairness and justice in the workplace - Volume 2 of Business
- Ethics, Fritz Allhoff, ISBN 1412902541, 9781412902540 - SAGE Publications, 2005

INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Subject Code	: 16MBA HR403	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hours / Week		

Course Objectives:

- To analyze the impact of contemporary issues and global imperatives on Human Resource concepts
- To learn the policies and practices in multinational organizations
- To compare, contrast and explain a variety of strategic approaches to the management of Human Resources in multinational organizations.

Course Outcomes:

Managing Change in Workplace through Ethics: Introduction to Change Management, Models of change, the Ethics of Managing Change, the role of ethics and responsibilities in leading innovation and change, ethics based model for change management, ethics and risks of change management

Practical Components:

- To solve case studies on Workplace Ethics
- To visit organizations and find out the problems and causes for unethical behavior at workplace.
- To visit organizations and find out the measures adopted to control unethical behavior of employees.
- To compare and contrast the various ethical codes of conduct practiced in organizations.
- To study the recent cases on breach of workplace privacy.

RECOMMENDED TEXT BOOKS:

- Ethical Theory and Business, Tom L. Beauchamp, Norman E. Bowie and Denis Arnold, 8th Edition.
- Business Ethics – Ethical Decision making and cases O.C. Ferrell, John Fraedrich, and Linda Ferrell, 9th Edition, Cengage Learning.
- How technology is compromising Workplace Privacy, Fredrick S Lane 111, AMACOM Div American Mgmt Assn, 2003
- Ethics in the Workplace, Dean Bredeson, Keith Goree, Cengage Learning, 2011.

REFERENCE BOOKS:

- Ethics in 21st Century, Mary Alice Trent, Oral Roberts University, longman.
- Ethics in workplace, Elizabeth P Tierney, Oak tree press
- Ethics in Workplace: System Perspective, William F Roth, Pearson, 2014.
- Ethics in the Workplace: Tools and Tactics for Organizational Transformation - Craig E. Johnson - SAGE Publications, 2007
- Business Ethics: Fairness and justice in the workplace - Volume 2 of Business
- Ethics, Fritz Allhoff, ISBN 1412902541, 9781412902540 - SAGE Publications, 2005

INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Subject Code	: 16MBA HR403	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hours / Week		

Course Objectives:

- To analyze the impact of contemporary issues and global imperatives on Human Resource concepts
- To learn the policies and practices in multinational organizations
- To compare, contrast and explain a variety of strategic approaches to the management of Human Resources in multinational organizations.

Course Outcomes:

The students will be able to

- Apply the concepts and knowledge about the range of Human Resource functions.
- Deploy the expatriate employees and expatriate failures on international assignments.
- Evaluate the effects of different Human Resource and International Industrial Relations strategies adopted by multinational organizations

Unit 1: (10 Hours)

Introduction to IHRM Definition, The drivers of internationalization of business. The different setting of International Human Resource Management. Development of IHRM. Difference between IHRM and Domestic HRM. Models of IHRM-Matching model, Harvard Model, Contextual Model, 5P Model European Model. SHRM: Evolution of MNE's, Business strategies, IHRM Strategies, SIHRM. Barriers in effective global HRM. Socio-cultural context, Organizational dynamics and IHRM: Role of culture in International HRM, Country and Regional Cultures, Country Culture versus MNE Culture. Culture and employee management issues/ impact of Country culture on IHRM.

Unit 2: (7 Hours)

Strategies for International Growth: Exploiting global integration-The logic of global integration, differentiation, Mastering expatriation, beyond the traditional expatriate model, the limits of global integration. Becoming locally responsive: The roots of responsiveness, understanding diversity, responding to diversity, the challenges of localization. Managing alliances and joint ventures - IHRM and International Alliances, IHRM and International Joint Ventures.

Unit 3: (10 Hours)

International Workforce planning and staffing: International labour market International Recruitment function; head-hunters, cross-national advertising, e-recruitment; International staffing choice, different approaches to multinational staffing decisions, Types of international assignments, Selection criteria and techniques, use of selection tests, interviews for international selection, international staffing issues, Successful expatriation, role of an expatriate, female expatriation, repatriation, re-entry and career issues.

Unit 4: (7 Hours)

Developing Global Mindset: Global Leadership, Cross cultural context and international assignees, Current scenario in international training and development, training & development of international staff, types of expatriate training, sensitivity training, Career Development, repatriate training, developing international staff and multinational teams, knowledge transfer in multinational companies.

Unit 5: (8 Hours)

Performance Management: Performance Management and MNE, Constraints in goal attainment, performance management cycle, Performance Management of International Assignees, third and host country employees, issues and challenges in international performance management, country specific performance management practices.

Unit 6: (14 Hours)

International Compensation and International Employment Laws and HRIS: International compensation and international assignees, Forms of compensation, key components of international compensation, Approaches to international compensation, compensation practices across the

countries, emerging issues in compensation management. Establishment of labour standards by International Institutions, The global legal and regulatory context of MNE, The International framework of Ethics and Labour standards, Key issues in International Industrial Relations, Trade Unions and MNE's, Response of Trade Unions to MNE's, Non-Union worker representation. HRIS: Meaning, Role of IT in HR, Designing of HRIS, Applications of HRIS in Employee Management, Limitation of HRIS.

Practical Component:

- Study the Socio-Political-Economic System in U.S, U.K, Japan and India and prepare a comparative analysis.
- Visit an MNE organization and study the HR shared services operations performed.
- Solve a case study to understand the challenges faced by organizations in evaluating the performance of international assignees.
- Study and compare Recruitment, Selection and Training practices in various countries.
- Study Indian and US legal aspects involved when deploying an employee on an International Assignment.

RECOMMENDED BOOKS:

- International Human Resource Management - Peter J. Dowling, MavinFesting, Allen D Englesr Cengage Learning.
- International Human Resource Management - Monir H. Tayeb, Oxford University Press, 2005.
- Human Resource Information Systems: Basics, Applications, and Future Directions: Basics, Applications, and Future Directions, Michael J. Kavanagh, Mohan Thite, Richard D. Johnson SAGE, 2011, 2/e.
- Strategic International Human Resource Management: Choices and Consequences in Multinational People Management - Stephen J. Perkins, Susan M. Shortland – Kogan Page Publishers, 2006.
- Strategic Human Resource Management, Schuler, 2/e, Wiley.

REFERENCE BOOKS:

- International Human Resource Management: Text and Cases By P. L. Rao, Excel Books, Reprint
- International Human Resource Management: Policies and Practices By Dennis Briscoe, Randall Schuler, IbraizTarique, Taylor & Francis, 4/e, 2012.
- International Human Resource Management - Anne-Wil Harzing, Joris Van Ruysseveldt - SAGE, 2004.
- International human resource management: think globally, act locally – Derek Torrington - Prentice Hall, 1994.

ORGANISATION CHANGE AND DEVELOPMENT

Subject Code	: 16MBA HR404	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hours / Week		