

CORPORATE MANAGEMENT**SEMESTER I**

- IMS 011 ESSENTIALS OF MANAGEMENT
 IMS012 BUSINESS ENVIRONMENT
 IMS 013 FINANCIAL ACCOUNTING
 IMS 014 QUANTITATIVE METHODS IN BUSINESS
 IMS 015 HUMAN RESOURCE MANAGEMENT
 IMS 016 INDIAN VALUE SYSTEM & BUSINESS ETHICS
 IMS 017 MARKETING MANAGEMENT
 IMS 018 MANAGERIAL ECONOMICS

IMS 011 ESSENTIALS OF MANAGEMENT

Objective: To provide an understanding of the tasks and functions of management and to acquaint the students with the evolution of management thought.

Course Outline**Unit I**

Introduction: Definition, Nature scope and significance of Management, the evolution of Management thought, Approaches of management, Contributions of Taylor, Fayol and Barnard to Management Science Functions of a Manager Social responsibility of Managers, Values and Ethics in management.

Unit II

Planning: Definition, Nature, Scope and significance of planning, Objectives, Steps of Planning, Decision making as key step in planning. The process and techniques of decision making, long- range planning, strategies and policies.

Unit III

Organisation: Definition, Nature, scope and significance, Approaches, Departmentation, Line and staff relationships, Delegation and Decentralization, Committee system, Determinants of effective organising, Staffing - nature and significance, Selection, Appraisal and Development of Managers.

Unit IV

Directing & Controlling: Issues in managing human factors, Motivation - nature and Significance, Theories and Techniques, Leadership and Leadership Styles; Communication - Definition and Significance, Communication Barriers, Building effective communication system. Definition and Elements Control Techniques, Coordination, Determinants of an Effective Control system, Managerial Effectiveness.

Recommended book(s)

Donnelly J.H., Gibson, J.L. & Ivancevich, J.M., Fundamentals of Management, Inwin, Inc.
 Drucker, P.F. , The Practice of Management, Allied Publishers
 Hold, David, H., The Management Principles and Practice, Tata McGraw Hill
 Koontz & O'Donnell, Essentials of Management, Tata McGraw Hill
 Prasad, L.M., Principles and Practice of Management, Sultan Chand & Sons
 Robbins, S.P., and Coulter, M., Management, Pearson Education

IMS012 BUSINESS ENVIRONMENT

Objective: To facilitate the understanding of the various components of the environmental to be considered for decision making.

Course Outline**Unit I**

Introduction: The concept of Business Environment, its significance and nature. The interaction matrix of different environmental factors – Porters model, the process of Environmental Scanning. Types of economies – socialistic pattern, free market economy and mixed economic structure. Responsibility of business to the society.

Unit II

The Politico-Legal Environment – The relationship between business and government in India. Federal structure in India – Centre-State financial relations. An introduction to some important business laws like New Competition Law 2000, MSME Act, FEMA, Important regulations of SEBI affecting Indian business environment.

Unit III

Macro Economic Environment – National income aggregates, Fiscal and monetary policy. Balance of trade and balance of payment. Exchange market convertibility of rupee. Trade Cycles – meaning, phases and theories – monetary theories, Samuelson and Hicksian approach. Inflation analysis.

Unit IV

Indian Economic Environment – Features of Indian Economy – primary, secondary and tertiary sectors, demographic profile of the Indian economy. The philosophy and strategy of planning in India. Industrial policy in India. Second generation economic reforms – liberalisation, globalisation and its impact on business environment, Foreign investment in India. Composition and direction of India's foreign trade. Problems of Indian business environment.

Recommended book(s)

Cherunilum, Francis, Business Environment, Himalaya Publishing House
Dutta and Sundaram, Indian Economy, S. Chand and Co.
Mamoria, C.B., Social Problems and Social Disorganization in India, Kitab Mahal
Mathew, M.J., Business Environment, RBSA Publishers, Jaipur, 1996.

IMS 013 FINANCIAL ACCOUNTING

Objective: To develop an insight into the nature and uses of Financial Accounting Information and its reporting.

Course Outline

Unit I

Nature and function of financial reporting. Accounting and accounting system, Information perception of different users, measures of return, ethical issues in accounting, basic accounting concepts and conventions, GAAP, Indian accounting standards.

Unit II

Source documents, classification of accounts, recording, posting of transactions, preparation of trial balance for service and merchandise business, adjustment of accounts, closing of accounts, completing the accounting cycle, measuring business income, financial statements of manufacturing businesses.

Unit III

Meaning and reporting of assets / liabilities, internal control systems for cash, bank reconciliation, accounting for receivables and inventories, capital and revenue expenditure, depreciation accounting, accounting for liabilities, accounting for share capital, preference share and other long-term liabilities.

Unit IV

Analysis of accounting information, Financial Statement analysis and application, Statement of Cash Flow, preparation and interpretation, contents of an Annual Report.

Recommended book(s)

Financial Accounting, A Managerial Perspective, R. Narayanaswamy - Prentice Hall India
Financial Accounting for Management, N. Ramachandran & Ram Kumar Kakani, TMH Publication
Accounting For Managers, Maheswari & Maheswari, Vikas Publishing house (P) Ltd.
Financial Statement Analysis, Wild, Tomson Cengage Learning Ltd.
Advanced Accountancy, R.L. Gupta & M. Radhaswamy, Sultan Chand Publications
Accounting for Managers, Bhattacharya, Vikas Publications

IMS 014 QUANTITATIVE METHODS IN BUSINESS

Objective: To acquaint the students with various quantitative techniques helpful in improving their decision making skills.

Course Outline

Unit I

Arithmetical and Geometrical Progression; Addition, subtraction and multiplication of Matrices, transpose of a matrix, Identity Matrix, Null matrix, Singular and Non-singular Matrix, Cofactor Matrix, Adjoint of a matrix, Inverse of a matrix; Solution of a system of linear equations by using matrices, single linear application of matrices.

Unit II

Measures of central tendency – Mean, Mode, Median, Geometric Mean, Harmonic Mean;
Measures of Dispersion – Range, Quartile Deviation, Mean Deviation, Standard Deviation. Absolute and Relative Dispersion; Coefficient of variation. Combined standard deviation.

Unit III

Correlation analysis – types of correlation. Methods of studying correlation – scatter diagram method, Karl Pearson's coefficient of correlation, Rank correlation coefficient.

Regression analysis – difference between correlation and regression. Regression lines. Regression equations Y on X and X on Y. Method of Least Squares. Deviations taken from the actual means of X and Y. Deviations taken from the assumed means. Regression coefficients and their properties.

Unit IV

Linear Programming – Extreme point theorem: Graphical solution method – maximization problem, minimisation problem. Some special cases in Linear Programming – multiple optimal solutions, an unbounded solution, an infeasible solution.

Transportation Problem: Methods of finding an initial solution – North-West Corner Method, Least Cost Method, Vogel's Approximation Method.

Recommended book(s)

Business Mathematics, by Sancheti & Kapoor (Unit I)
Statistics, by S P Gupta and M P Gupta (Unit II & Unit III)
Operations Research, by J K Sharma (Unit IV)

IMS 015 HUMAN RESOURCE MANAGEMENT

Objective: To familiarize students to various aspects of acquiring and maintaining the workforce for sustained growth of any organisation.

Course Outline

Unit I

Nature and scope of Human Resource Management; Human Resource Management in a changing Environment; Strategic Human Resource Management; Human Resource Planning; Job Analysis and Design.

Unit II

Attracting and Selecting Human Resources; Orientation and Placement; Manpower Training and Development.

Unit III

Performance Appraisal System; Job Evaluation & Employee Remuneration; Employee Benefits and Services.

Unit IV

Industrial Relations & Trade Unions; Dispute Resolution & Grievance Management; Employee Welfare and Participative Management.

Recommended book(s)

Human Resource Management – Text & Cases, by VSP Rao, Excel Books

Human Resource Management – Text & Cases, by K. Ashwatappa – Tata McGraw Hill

Human Resource Management, by Cynthia Fisher, Shaw – Wiley / Biztantra

Human Resource Management, by Gary Dessler, Person Publications

IMS 016 INDIAN VALUE SYSTEM & BUSINESS ETHICS

Objective: To develop an appreciation for ethical conduct of business practice.

Course Outline

Unit I

Historical and scientific perspective on the status of our world today; Crises at the level of individual, family, society and nature; basic requirements for fulfilment of aspirations of every human being, right understanding, relationships and physical facilities in that order. Managing relationships between I and body, family, society, nature and existence.

Unit II

Cultural history of India; Essentials of Indian Ethos; Values in the cultural tradition on India; Human values in management.

Unit III

India as a matrix society; Indian constitution as one of the sources of Universal Human Values; U.N. declaration on Human Rights and Responsibilities. Astaang yoga and holistic view of life.

Unit IV

Ethics in the world of business. Theories of Ethics – Natural Law, Utilitarianism, Kantian Virtue and Kautilyan Model of Management. Indian Humanistic and Spiritual approach to management. Education system in Ancient India and modern management.

Recommended book(s)

Indian Ethos and Modern Management, by B L Bajpai

The Present Crises of Faith, by S. Radha Krishnan

Ethics and the Conduct of Business, by Boatright (Pearson Education)

Human Values and Professional Ethics, by R R Gaur and G P Bagaria

Break-free, by Debashish Chatterjee (Penguin)

Teach Yourself Philosophy of Religion, by Mel Thompson

IMS 017 MARKETING MANAGEMENT

Objective: To develop an understanding of the underlying concepts, strategies and the issues involved in the exchange of products and services and their relevance to marketing tasks.

Course Outline

UNIT I

Definition of marketing, core marketing concepts (needs, wants, demand, offering, brand, customer value, competition); Marketing concepts (Production, product, selling, marketing, social marketing concepts);

Introduction to the marketing mix ; Concept of Integrated marketing; Market segmentation, targeting and positioning, niche marketing; marketing planning.

Understanding the Marketing environment and adopting marketing to the changing environment An overview of marketing of services and rural marketing

UNIT II

Consumer Behaviour- definition, buying motives, consumer motivation, consumer decision making, Organisational buying behavior;

Marketing Research- need, process, and importance , types of research methods(exploratory, descriptive, cause and effect) and tools (questionnaires, interview, projective tests,)

UNIT III

PRODUCT:- Definition of product, levels and types of product; Packaging and labeling, Product line management and product mix, Product differentiation, PLC- stages and corresponding strategies, New Product decision, Theory of diffusion of an innovation.

PRICE:- Pricing objectives, factors influencing pricing, Pricing strategies

UNIT IV

DISTRIBUTION:- Types of distribution channels; Role of intermediaries, Channel strategy decisions, Physical distribution management.

PROMOTION: promotion mix, Advertising- 5 M's, Role and functions of advertising, Sales Promotion: Types of sales promotion (Trade promotion, consumer promotion), advertising vs. sales promotion, S.P. tools, Personal selling: challenges and responsibilities, Personal selling skills, Managing Public Relations

Recommended book(s)

Marketing – Concepts, strategies, by William M Pride, O C Fewell, Biztantra

Marketing Management, by Ramaswamy & Namakumari, Macmillan

Marketing Management, by Arun Kumar & Meenakshi, Vikas

Principles of Marketing, by Philip Kotler, Armstrong, Pearson Education

IMS 018 MANAGERIAL ECONOMICS

Objective: To impart basic knowledge of the concepts and tools of Economic Analysis as relevant for Business Decision-Making.

Course Outline

UNIT – I

Nature and Scope of Managerial Economics: Basic Tools- Opportunity Cost principle, Incremental principle, Equi-Marginal Principle. Principle of Time perspective, Discounting Principle. Uses of Managerial Economics.

Demand Analysis: Demand Theory, The concepts of Demand, Determinants of Demand. Demand Function and Elasticity of Demand, Demand Estimation and Demand Forecasting.

UNIT – II

Production Analysis: Concept of Production, Factors, Laws of Production, Economies of Scale, Economies of Scope, Production functions.

Cost Analysis: Cost Concept, Types of Costs, Cost function and cost curves, Costs in short and long run, LAC and Learning Curve.

UNIT – III

Market Analysis: Price-output determination in different markets, Perfect, Monopoly, Monopolistic competition, Duopoly and Oligopoly markets, Elements of Game theory, Price discrimination, Different pricing policies.

UNIT – IV

Profit Analysis: Nature and Management of Profit, Profit Theories, Function of Profits, Profit policies. Basic BEP Analysis – concepts and its applications in business decisions, margin of safety, theories of firm – Baumol, Williamson and Morris Model.

Recommended book(s)

A.Koutsoyiannis, Modern Micro Economics

W.J.Baumol, Economic Theory of Operational Analysis

P. Samuelson, Micro Economics

M.Adhikari, Managerial: Economics

Cambell R.Mc Counell, Economics

H.L.Ahiya, Advanced Economics

M.L.Jhingan, Micro Economics

SEMESTER II

IMS 021	INTERNATIONAL BUSINESS
IMS 022	MANAGEMENT ACCOUNTING
IMS 023	FINANCIAL MANAGEMENT
IMS 024	COMPUTER APPLICATIONS & MIS
IMS 025	PRODUCTION & OPERATIONS MANAGEMENT
IMS 026	RESEARCH METHODOLOGY
MBA (CM) 021	LABOUR MANAGEMENT & INDUSTRIAL RELATIONS
MBA (CM) 022	ENTREPRENEURSHIP & NEW VENTURE PLANNING

IMS 021 INTERNATIONAL BUSINESS

Objective: To expose the students to the challenges faced and strategies adopted when conducting international business.

Course Outline**Unit I**

Introduction to International Business. Nature, scope and challenges in international business, alternative strategies, difference between internal and domestic business, pre-requisites for success in international business. Theories of international trade, balance of payment and foreign exchange.

Government Role. Government Influence on international business, role of government market protection and barriers, Tariff barriers, quantitative restrictions, and non tariff barriers, generalised system of preference, export assistance, state trading and trade policy, institutional infrastructure.

Unit II

Economic Institutions . WTO, UNCTAD, IBRD, IFM, European Union, NAFTA etc. regional economic integration and strategic implications.

Unit III

World Market Analysis . International business research and its problems, socio-economic, geographic, business customs and legal factors, international business environmental influence on purchase behaviour, marketing strategies relating to products, channels of distribution, pricing and promotion in the area of International Business, EURO.

Unit IV

India's Foreign Trade . Recent trends in India's Foreign Trade, international set-up for export, financial role of export – house and export promotion agencies, risk in foreign trade, export procedures and documentation, India's trade and payment agreements.

Recommended book(s)

Charles W L Hill. & Arun Kumar Jain, International Business: competing in the global market place, Mc Graw-Hill

John D. Daniels Lee H Radebaugh, International Business: Environments and Operations Addison Wesley.

Justin Paul, International Business, Prentice Hall of India

Oded Shenkar Yadong Luo, International Business – John Wiley & Co.

Wild J. John, Wild L. Keneth and Han C. Y. Jerry, International Business: An integrated approach, PHI

Alan M. Rugman and Richard M.Hodgetts, International Business by Pearson Education.

IMS 022 MANAGEMENT ACCOUNTING

Objective: To equip the students with the knowledge of principles, concepts and techniques which may be used in planning, decisions making and control.

Course Outline**Unit I**

Management accounting: Definition, differences with Financial Accounting, Management process and accounting, The value chain of business function, introduction to CVP relationships, measurement of cost behaviour.

Unit II

Introduction to manufacturing costs, job costing, process costing, activity based costing.

Unit III

Relevant information and decision making, special order and addition, deletion of product and services, optimal uses of limited resources, pricing decisions, make or buy decisions, joint cost.

Unit IV

Preparing the Master Budget and Functional Budget, Flexible budgets, Variance analysis, Introduction to Management Control Systems, Evaluation of Divisional Performance, Transfer Pricing.

Recommended book(s)

Management Accounting, by Atkinson, Pearson / PHI

Management Accounting, by Sudhindra Bhat, Excel Books

Management Accounting, by Sharma, Sashi K Gupta Kalyani

Cost Accounting, by Charles T Horngren, Pearson/PHI

IMS 023 FINANCIAL MANAGEMENT

Objective: The provide an insight into various finance functions to be performed in order to maximize shareholder wealth.

Course Outline**Unit I**

Introduction to financial management: Meaning, Nature, and scope, functions, and , objectives of financial management, time value of money, organization of finance functions,

Unit II

Long term investment / Capital budgeting decision: Investment evaluation techniques traditional methods and discounted criteria, risk analysis of investment proposal

Unit III

Finance decision: Sources of funds short term, and long term source of capital, cost of capital computation of cost various sources of capital weighted average of cost of capital.

Capital structure decision: Meaning and factors affecting capital structure, capital structure theories, leverage operating, financial and combined leverage EBIT EPS Analysis

Unit IV

Dividend decision: Dividend policies, factors affecting dividend policies, dividend theories
Short- term investment decision: Types of working capital, factors affecting working capital, current assets financing policies, estimation of working capital requirement Inventory, cash and receivables management:

Recommended book(s)

Financial management, theory and practice, by Prasanna Chandra, TMH.

Financial management and policy, by J.C. Vanhorne, PTH.

Financial management, by M.Y. Khan and P.K. Jain, TMH.

Financial management, by I.M. Pandey, Vikas Publication.

IMS 024 COMPUTER APPLICATIONS AND MIS

Objective: To develop an appreciation of different softwares and hardware systems and their use in effective design and implementation of MIS.

Course Outline**Unit – I**

Computer Systems -An Introduction, Characteristics of computer, Elements of a Computer System, Input, Output and storage devices. Processing and CPUs, Classification of computer, Concepts of Networking and Data Communication.

Unit II

Types of Software, Computer Languages, Translators, Operating system – Basics, functions and types, Concepts of CUI & GUI, MS-Windows as GUI Operating System, Parts of Windows, Text processing software-creating, formatting and processing of text. Spreadsheet Software- Creating and using Spreadsheets. Formulas, Functions and Graphics. Presentation Programmes-Creating, Formatting and Presenting, Concepts of Database and Database Management System.

Unit III

Definition of Data/Information/Systems, Types of System, System stakeholders, Components of Information System, Evolution of Information Systems, Classification of Information Systems, Flow charts, Algorithm, Decision tables, Decision tree, DFS and ERD with examples, Selected Case Studies.

Unit IV

Introduction, Meaning and role of MIS, Definition of MIS, System Development Life Cycle, E-commerce, Introduction to mobile commerce, electronic payments, EDI, Business Function Information System, Selected Case Studies.

Recommended book(s)

Balaguruswamy, Introduction to Computers

B. Ram, Computer Fundamental

Ron Mansfield, Working in Microsoft Office

Greg Perry, Teach Yourself Office 97

Brein James, O., Computers in Business Management : An Introduction

Bentley Trevoi, Management Information Systems and Data Process

IMS 025 PRODUCTION & OPERATIONS MANAGEMENT

Objective: To familiarize the students with theories and techniques of Production, Operations and Logistics Management.

Course Outline**Unit I**

Nature and scope of production management, production analysis and planning, production functions, objective and functions of production management, responsibilities of the production manager, types of manufacturing processes and plant layout, plant location, routing, scheduling, plant location and plant layout, assembly line balancing. Production Planning and Control (PPC).

Unit II

Manufacturing processes, routing, scheduling and assembly line balancing, Materials managements – its scope and importance. Purchasing function and procedure, store-keeping, material planning function, Inventory control, relevant costs, economic lot size, reordering point, ABC analysis.

Unit III

Productivity – definition and concept, factors affecting productivity, productivity measurement, productivity improvements, Product development and design, stages of product development, techniques of product development (standardization, simplification and specialization, automation).

Unit IV

Development of efficient work methods, material flow process chart, manflow process chart, principles of motion economy, comparison of alternate work methods, maintenance of production facilities, quality control and inspection, sampling inspection, control charts for attributes and variables charts.

Recommended book(s)

Production and Operations Management, by K. Ashwathappa, K Sridhar Bhat, Himalaya Pub

Production & Operations Management, by Upendra Kachru, Excel Books.

Operations Now, by Byron J Finch, Tata Mc Grawhill

Operations Management, by Gaither & Fraizer, Thomson South Western.

IMS 026 RESEARCH METHODOLOGY

Objective: To equip the students with the basic understanding of methods of conducting research and to provide an insight into the application of modern analytical tools and techniques for the purpose of management decision-making.

Course Outline**Unit I**

Nature and Scope of Research Methodology; Problem formulation and Statement of Research Objectives; Values and Cost of Information- Bayesian Decision Theory; Organisation Structure of research: Research Process; Research Designs-Exploratory, Descriptive and Experimental Research Design;

Unit II

Methods of data Collection – Observational and Survey methods Questionnaire Design; Attitude Measurement Techniques; Motivational research techniques; Administration of Surveys; Sample Design Selecting an Appropriate Statistical Techniques.

Unit III

Field Work and Tabulation of Data; Analysis of Data; use of SPSS and other Statistical Software Packages.

Unit IV

Advanced Techniques for Data Analysis – ANOVA, Discriminate Analysis, factor Analysis, Conjoint Analysis, Multidimensional Scaling and Clustering methods; Research Applications.

Recommended book(s)

Research Methodology, by C R Kothari, Vishwa Prakashan

Business Research Methods, by William G Zikmund, Thomson.

Research Methods, by William M C Trochim, Biztantra.

Marketing Research, by A Parasuraman, Dhruv Grewal, Biztantra

Methodology of Research in Social Sciences, by O R Krishnaswami, M Ranganatham, HPH.

MBA (CM) 021 LABOUR MANAGEMENT & INDUSTRIAL RELATIONS

Objective: To familiarise the students with the theory, concepts, complexities and developing trends in Labour Management and Industrial Relations.

Course Outline**Unit I**

Industry as a Social System, Industrialisation and Work Environment, Techno-cultural Development and Social Change, Declaration of Philadelphia 1944, Impact of ILO on Indian Labour Scene, Ratification & Implementation of ILO Conventions. Constitutional framework and Indian Labour Force. Unionisation & National Labour Federation, Employees Federations (FICCI, AIOE, EFI, ASSOCHAM), Labour Administrative Machinery Central Board of Workers Education, Unfair Practices, Judicial interpretations and Social Justice, ILO in pursuit of Dignity of Labour.

Unit II

Industrial Relations – Concept, scope and Objectives, Functional Approaches and theories in IR, Rationalisation and automation; Instruments of Economic Coercion – strike, lockout, gherao, lay off, retrenchment, closure; Labour welfare and social security; Some issues and concerns – unorganised labour, agricultural labour, need for integrated social security.

Unit III

Industrial Democracy – Code of Conduct, Code of Discipline, Works Committee, Shop councils, joint management council, collective bargaining, labour co-partnership, Indian experiences, Participation of workers in Management Bill, 1990.

Unit IV

Preventive Maintenance in IR – Need for Environment friendly legislation (TU Act, ID Act, ESI Corpn, etc.) Recommendations of NCI; Labour Management Cooperation : Psychological determinants of Industrial Efficiency; Coercive interventions & voluntary agreements; HRD functions & IR; Future of IR in India.

Recommended book(s)

Saxena, R.C., Labour Problems and Social Welfare.

Sharma, A.M, Aspect of Labour Welfare and Social Security

Surendra Singh, Labour Management and Industrial Relations.

Mamoria, C.B., Dynamics of Industrial Relations In India

Sinha, G.P., Industrial Relations & Labour legislation

Monappa, Arun, Industrial Relations

Agrawal,R.D., Dynamics of Industrial Relations In India

Giri,V.V., Labour Problems in Indian Industry

Report of the National Commission on Labour, 1969.

The Industrial Disputes Act, 1947: The Industrial Employment (Standing Orders) Act,1946; The trade Union Act, 1926.

MBA (CM) 022 ENTREPRENEURSHIP & NEW VENTURE PLANNING

Objective: To promote entrepreneurship and equip the student with the skills required for preparing feasible and successful business plans.

Course Outline

Unit I

Entrepreneurship and New Venture Planning

The early career dilemmas of an entrepreneur, the entrepreneurs role, task and personality, a typology of entrepreneurs: defining survival and success, entrepreneurship as a style of management, the entrepreneurial venture and the entrepreneurial organization

Unit II

Choosing a direction for New Venture

Opportunity recognition and entry strategies: New product, Franchising, Partial momentum, Sponsorship and Acquisition, The strategic window of opportunity: scanning, positioning and analyzing, Intellectual Property: Creation and protection

Unit III

Opening the window: gaining commitment

Gathering the resources which are not available, the business plan as an entrepreneurial tool, financial Projections: how to do them the right way, debt, venture capital and other forms of financing, sources of external support, developing entrepreneurial marketing: Competencies, networks and frameworks

Unit IV

Closing the window: sustaining competitiveness

Maintaining competitive advantage, the changing role of the entrepreneur: mid career dilemmas, harvesting 'Strategies versus Go for Growth', strategic execution of new ventures and their assessment after execution; **Strategic Issues:** New Venture planning in competitive environment, New Venture Planning and Legal Issues, Precautions and after effects, Use of Information Technology tools for New Venture planning: e-CRM, ERP etc.

Recommended book(s)

Dr. Mathew J. Manimala, Entrepreneurship theory at crossroads, Biztantra

Vasant Desai, Entrepreneurial Development & Management, Himalaya Publishing House

Maddhurima Lall, Shikha Sahai, Entrepreneurship, Excel Books

SEMESTER III

IMS 031	STRATEGIC MANAGEMENT - I
IMS 032	BUSINESS LAWS
MBA (CM) 031	CORPORATE ACCOUNTING
MBA (CM) 032	COMPANY LAW & PRACTICE
MBA (CM) 033	PROJECT APPRAISAL & MANAGEMENT
MBA (CM) 034	MERGERS, ACQUISITIONS & STRATEGIC ALLIANCES
MBA (CM) 035	CORPORATE RESTRUCTURING
MBA (CM) 036	CORPORATE COMMUNICATION

IMS 031 STRATEGIC MANAGEMENT - I

Objective: To acquaint the students with the concept of strategy, its formulation and different strategic alternatives.

Course Outline**Unit I:**

Business Policy as a Field of Study: Nature, importance, purpose and objectives of Business Policy.; Strategic Management Process: Strategists and Their Role in Strategic Management.; Hierarchy of Strategic Internet: Vision, Mission, Business Definition, Goals and Objectives

Unit II:

Environmental Appraisal: Environmental Scanning, Appraising the Environment; Organizational Appraisal: Organisational Capability Factors, Considerations in Organisational Appraisal, Methods and Techniques used for Organisational Appraisal, Structuring Organisational Appraisal.

Unit III:

Company level strategies: Grand, Stability, Expansion, Retrenchment & Combination Strategies & Corporate Restructuring; Business Level strategy: Business-level, Generic Business & Tactics for Business Strategies.

Unit IV:

Strategic Analysis and Choice: Process of Strategic Choice, Corporate-level and business-level Strategic Analysis.; Routes to Competitive advantage

Recommended book(s)

Crafting and executing strategy, by Thompson, Strickland & Gamble, TMH
Strategic Management – An Integrated Approach, by Charles W.L. Hill, Gareth R. Jones – Biztantra
Business Policy, by Azhar Kazmi

IMS 032 BUSINESS LAW

Objective: To familiarize the student with legal aspects of conducting business.

Course Outline**Unit I**

Indian Contract Act, 1872 Contract- Meaning, Essentials, Kinds, Offer and Acceptance, Contractual Capacity, Free Consent, Consideration, Void Agreements, Quasi Contracts. Modes of discharge of contract and remedies for breach of contract. Contract of Indemnity and Guarantee. Law of Agency.

Unit II

The Sale of Goods Act, 1930 Meaning of Contract of sale, Difference between Sale and Agreement to Sell. Conditions and Warranties, Transfer of Property in Goods, Unpaid Seller and his Rights.

Unit III

Indian Partnership Act, 1932. Meaning and test of Partnership, Implied Authority of a partner, Position of a minor in partnership, Consequences of Non Registration of a partnership, Firm Expansion, Death and Insolvency of a partner, Dissolution of firm

Unit IV

The Negotiable Instruments Act, 1881 Meaning, and characteristics of promissory note, bill of exchange and cheque. Holder and Holder in due course. Negotiation and assignment. Crossing of cheque, bouncing of cheques. Elements of company law; Meaning and types of companies, Formation and incorporation Memorandum of Association, Articles of Association, Prospectus.

Recommended book(s)

Elements of Mercantile Law, by N D Kapoor, Sultan Chand
Legal Aspects of Business, by Akhileshwar Pathak, Tata Mc GRAW HILL
Business Law, by M C Kuchhal -Vikas

MBA (CM) 031 CORPORATE ACCOUNTING

Objective: To acquaint the students with advanced accounting issues, practices and their impact on financial statement of a corporate entity.

Course Outline**Unit I : Accounting Related to Corporate Securities**

Significance of Corporate Accounting, Corporate Accounting Principles and Conventions, Corporate Accounting Objectives. Accounting for Shares and Debentures : Issue, forfeiture, Re-issue and Redemption etc.

Unit II : Corporate Financial Statement

Nature and Significance of Finance Statements, Preparation of Corporate profit & loss account and balance sheet, (Schedule V) Managerial Renumeration, and Disposal of Profits. Relevant Accounting Standards.

Unit III : Law and Accounting Related to Non-Recurring Events

Accounting for mergers, amalgamations, internal & external reconstructions, and consolidation of Financial Statements of Holding and Subsidiary Companies and liquidation.

Unit IV : Financial Reporting and Valuations

Corporate Financial Reporting : Meaning and important legal requirements relating to disclosures, reporting, recent trends in financial reporting, and audit of Corporate Accounts, Valuation of Business, Goodwill and shares.

Recommended book(s)

Anthony, Robert, Management Accounting, Test Cases

Gupta, R.L., Advanced Accountancy Vol. II

Hingorani, Ramanathan, Management Accountancy

Agarwal, B.D., Higher Accountancy

Shukla and Grewal, Advanced Accounts

Maheshwari, S.N., Advanced Accountancy Vol. II

Maheshwari, S.N., Corporate Accounting

MBA (CM) 032 COMPANY LAW AND PRACTICE

Objective: The purpose is to develop an understanding of Company law and its practice to facilitate functioning of a corporate entity within the legal framework.

Course Outline**Unit I**

Company: Definition, Characteristics, Lifting of Corporate Veil. Types of Companies. Formation of a Company: Promoters, Pre-incorporation Contracts Memorandum of Association. Articles of Association.

Unit II

Prospectus: Contents, Abridged Prospectus, Redherring Prospectus, Shelf Prospectus, Statement in lieu of Prospectus. Misrepresentation of Prospectus, Share Capital: Issue and allotment of shares, SEBI guidelines on allotment, Issue of shares at premium and at discount, buy back of shares, rights issue. Concept of Bonus, Shares, Share Certificate.

Unit – III

Calls on shares, Forfeiture and surrender of Shares, Transfer & Transmission of shares, Provisions relating to payment of dividend, Investors Education and Protection Fund.

Unit IV

Directors : appointment, share qualification powers and duties. Meetings: Meeting of Board of Directors, Meeting of Shareholders, Requisites of a valid meeting: Quorum, Compulsory Winding up.

Recommended book(s)

Avtar Singh, Indian Company Law, Eastern Book Company, Lucknow.

N. D. Kapoor, Elements of Company Law, Sultan Chand & Sons, New Delhi.

M.C. Kuchhal, Company Law, Vikas Publishing House Pvt. Ltd., Delhi.

P.C. Tulsian, Business and Corporate Laws, Tat McGraw Hill, New Delhi.

R.C. Aggarwal, Company Adhinium Avan Sachivya Padyati, Sahitya Bhawan,

V. S. Datey, Students Guide to Corporate Laws and Secretarial Practice, Taxmann

MBA (CM) 033 PROJECT APPRAISAL & MANAGEMENT

Objective: To equip the students with understanding of project formulation, evaluation and implementation with practical prospective.

Course outline**Unit I : Basic Concept**

Concept of a Project, categories of projects, project development cycle. The concept of project management, tools & techniques of project management. Forms of Project organisations.

Unit II : Project Formulation

Project identification, Project formulation and preparation : Market and Demand estimation, market survey, demand forecasting technical factors – Material Inputs, technology, production, plant capacity, location and site, civil works, charts layouts, work schedule, cost of project, means of financing, estimates of cost, financial projections.

Project Appraisal Criteria

Payback period, ARR, NPVI, IRR and social cost-benefit analysis, and risk analysis.

Unit III : Process of Project Appraisal

Technical, economic, financial, legal and social appraisal of the industrial projects, problems arising due to rate of discount, wage-rates, exchange rates, treatment of taxes, social cost-benefits, treatment of risk and uncertainty, sensitivity analysis and probability approach single as well as multiple projects.

Unit IV : Implementation, Monitoring and Control of Projects

Project scheduling, network techniques for resource and cost budgeting and scheduling, project management teams and coordination. Monitoring and post implementation, evaluation of the projects.

Recommended book(s)

Prasanna Chandra, Project : Preparation, Appraisal, Budgeting and Implementation
 P.K. Matto, Project Formulation in Developing Countries
 Chitale, Project Viability in Inflationary Condition
 Dass Gupta & Sen, Guidelines for Project Evaluation
 Cleland and Kind, System Analysis and Project Management
 Nagendra P. Singh, Emerging Trends in Entrepreneurship Development
 D.K. Jain, Project Planning and Appraisal in Planned Economy
 M. Mohsin, Project Planning and Control

MBA (CM) 034 MERGERS, ACQUISITIONS & STRATEGIC ALLIANCES

Objective: To develop understanding of managerial issues involved in merger, acquisitions and strategic alliances.

Course outline

Unit I

Basic concepts of Merger, Acquisitions & different types of Strategic Alliances: Amalgamations, Collaborations, Franchising, Licensing, Joint Ventures & Takeovers. Definitions, Use, Need & Importance of Strategic Alliances.

Unit II

Forms of Business Alliances, Motives behind Merger, Types of Merger, Costs & Benefits, Styles of Merger Move, Selection of Target, Pricing of Merger, Procedure of Merger, Regulatory Framework of Merger, Ethical issues in Merger & Takeover.

Unit III

Accounting for Merger, Financing for Merger & Takeover, Treatment of Assets & Liabilities in Merger & Takeover, Acquisition as a Capital Budgeting Decision, Corporate Restructuring divestment.

Unit IV

Reasons behind Strategic Alliances, Practical applications and implications of mergers, acquisitions and strategic alliances with sectoral focus and special reference to service sector. Role of Information Technology Tools in Strategic Alliances.

Recommended book(s)

Business Policy & Strategic Management, Azhar kazmi
 Strategic Management Text & Cases, VSP Rao & V H Krishna
 Strategic Management, John A II & Parce, R B Robinson (Jr.)
 Merger & Acquisition, J Fred Weston Samuel, C Weaver
 Mergers, Acquisitions, Takeovers, M R Machiraju
 Financial Management, I M Pandey
 Financial Management, P Chandra
 Financial Management & Policy, James C Varhorn
 Merger, Restructuring & Corporate Control, Weston Chung Hoag

MBA (CM) 035 CORPORATE RESTRUCTURING

Objective: To provide an in-depth understanding of all aspects and intricacies of law affecting and arising out of corporate restructuring.

Course Outline

Unit I

Introduction: Meaning of corporate restructuring, need, scope and modes of restructuring, global scenario, national scenario.

Mergers and Amalgamations: Concept, need and reasons, legal aspects, procedural aspects relating to commencing of meetings and presentation of petition including documentation, economic aspects including effect on the interest of small investors; accounting aspects, financial aspects including valuation of shares, taxation aspects, stamp duty and allied matters, filing of various forms.

Unit II

Takeovers: Meaning and concept, types of takeovers, legal aspects - SEBI takeover regulations, procedural aspects, economic aspects, financial aspects, accounting aspects, taxation aspects, stamp duty and allied matters, payment of consideration, bail out takeovers, takeover of sick units.

Revival and Restructuring of Sick Companies: The problem of sick industries and their revival with special reference to the law relating to sick industrial companies.

Unit III

Funding of Mergers and Takeovers: Financial alternatives, merits and demerits, funding through various types of financial instruments including preference shares, non-voting shares, buy-back of shares, hybrids, options and securities with differential rights, employer stock options and securities with differential rights, takeover finance, ECBs, funding through financial institutions and banks, rehabilitation finance, management buyouts.

Valuation of Shares and Business: Introduction, need and purpose; factors influencing valuation; methods of valuation.

Unit IV

Corporate Demergers/Splits and Divisions: Difference between demerger and reconstruction; modes of demerger - by agreement, under scheme of arrangement, by voluntary winding up; tax aspects, tax reliefs, Indian scenario, reverse mergers.

Post Merger Re-organisation: Accomplishment of objectives - criteria of success, profitability, gains to shareholders; post merger valuation; measuring post merger efficiency; factors in post merger reorganisation.

Financial Restructuring: Buy-back of shares – concept and necessity; SEBI guidelines; Government's guidelines, procedure and practice for buy-back of shares.

Alliances: Integrating alliances into corporate strategy; preparing for alliance, cross cultural alliances; implementing and managing the alliances. Legal Documentation.

Recommended book(s)

Value Creation From Mergers And Acquisitions, by Sudi Sudarsanan – Pearson Education

Valuation for mergers Buyouts & Restructuring, by Arzak – Wiley India (P) Ltd.

Merger Acquisitions & Corporate Restructuring, by C.K. Murthy & S.R. Vishwanath – Sage Pub.

Takeovers, Restructuring & Corporate Governance, by Weston, Mitchel & Mulherin – Pearson Edu.

Corporate Growth through Mergers & Acquisitions, by Shiv Ramu – Response Books

MBA (CM) 036 CORPORATE COMMUNICATION

Objective: To understand the dynamics of corporate communication in different situations with a view to manage the process successfully.

Course Outline

Unit I

Defining principles and concepts in corporate communication (CC); Evolution and growth of CC; public of CC. The emerging market scenario and the relevance of corporate communication; Business/Financial papers and their relevance to CC; The burgeoning electronic media and business programs on various channels.

Unit II

Towards building corporate identity; Image management and brand equity; Building Corporate Identity; Learning making of house styles; Event management; Media Tracking.

Unit III

Defining crisis and disaster management; Crisis handling models and theories; role of PR in crisis handling; Media handling in critical times; Case studies in PR.

Unit IV

Public issues- the wherewithal; Mergers, takeovers and corporate governance – the role of CC writing corporate stories for financial and mainstream newspapers-simulations.

Recommended book(s)

Corporate Communication: A Guide to Theory and Practice, by Joep Cornelissen, Sage Publications

Corporate Communication, by Paul A Argenti, Irwin / McGraw-Hill

Communicating at Work: Principles and Practices for Business and the Professions, by R.B. Adler, J.M. Elmhorst, TMH

SEMESTER IV

IMS 041	STRATEGIC MANAGEMENT - II
IMS 042	ORGANIZATIONAL EFFECTIVENESS & CHANGE
MBA (CM) 041	MANAGEMENT OF CREATIVITY & CHANGE
MBA (CM) 042	PERFORMANCE MANAGEMENT
MBA (CM) 043	TURNAROUND AND TRANSFORMATION
MBA (CM) 044	MANAGEMENT OF TECHNOLOGY
MBA (CM) 045	CORPORATE TAX PLANNING
MBA (CM) 046	CORPORATE GOVERNANCE

IMS 041 STRATEGIC MANAGEMENT - II

Objective: To comprehend strategic management process, understand interrelationship between formulation and implementation and apply administrative and leadership skills for successful implementation of strategies.

Course Outline**Unit I:**

Nature and Scope of Strategic Management. Concept of Core Competence, Capability and Organisational learning; Managing of Change; Process of Strategic planning and Implementation, Activating Strategies, Strategy and Structure.

Unit II:

Organisational values and their Impact on Strategy: Power Games amongst Competing Players, Behavioural Implementation, Functional and Operational Implementation.

Unit III:

Chief Executive and Board: Work of Top Management: Turnaround Management; Management of Strategic Change, Strategy Evaluation and Control

Unit IV:

Mergers and Acquisitions; Strategic Management in an International Firm; Strategy and Corporate Evolution in Indian Context.

Recommended book(s)

Strategic Management Concepts & Cases, by Fred R. David, Pearson Education/PHI.

Strategic Management Building & Sustaining Competitive Advantage, by Pitts & Lei, Thomson South Western

Crafting and executing strategy, by Thompson, Strickland & Gamble, TMH

IMS 042 ORGANIZATIONAL EFFECTIVENESS & CHANGE

Objective: To understand the facilitative forces for organisational effectiveness and management of change.

Course Outline**Unit I**

Understanding Organizational Effectiveness and Change. Concept and Process of Organizational Effectiveness; Concept and Process of Organizational development; Design, Development and application OD interventions.

Unit II

Organizational Learning and Learning Organizations: Process of organizational learning; Characteristics of learning organizations; Creativity and innovations; Organisational Change.

Unit III

Interpersonal Relationships: Individual's Behaviour, Individual's in Group; Perception, motivation, attitudes, values, personality. Interpersonal Communication: Types of Interpersonal Relationship Inter group behaviour & collaborations; Team building & team management; **Transaction Analysis.**

Unit IV

Organizational Culture and Climate. Organizational Ethos; Dimensions and process of organizational climate; Dimensions and process of organizational culture; Power and Politics. Corporate Governance; Conflict Dynamics; Conflict and Negotiations; Stress Management.

Recommended book(s):

Organizational Behaviour, by Stephen P. Robbins

Organizational Effectiveness and Change, by Cummins (South Western Thompson)

Management of Organizational Change, by Hari Gopal

MBA (CM) 041 MANAGEMENT OF CREATIVITY & CHANGE

Objective: To promote creativity and manage change for sustained organisational development and success.

Course Outline**UNIT I**

Exploring creative resource, creativity & innovation, stages in creative thinking, characteristics of creative thinkers, creativity and conformity.

UNIT II

Cultivating creativity, techniques & methods for generating creativity, creative solution of problems

UNIT III

Understanding organisation, organizational design and restructuring strategy. Tools & techniques of organisational diagnosis.

UNIT IV

Bringing change, managing its resistance and implementation. Developing organisation, OD strategy & intervention techniques. Building a culture for creativity change and development. Case studies relating to creativity and innovation in different functional areas.

Recommended Book(S)**MBA (CM) 042 PERFORMANCE MANAGEMENT**

Objective: To facilitate understanding of issues in performance management for promoting excellence.

Course Outline**Unit I****Performance Appraisal Philosophy**

Meaning, objectives and limitations, problems of criteria – performance standards, performance measures, rater's biases, halo effect, error of central tendency, appraisal system in big companies, ethic of appraisal.

Unit II**Appraisal Techniques**

Past oriented appraisal methods – rating scale, check lists, force field method, critical incident method, behaviourally anchored rating scales, field review method, performance test and observations, comparative evaluation approaches, ranking method, point allocation method, paired comparisons, future oriented appraisal methods – self appraisal, management by objectives, psychological appraisals, assessment centres.

Managerial Appraisal

Management functions and evaluation; factors assessed – potential rating, performance rating, leadership rating.

Unit III**Employees Appraisal**

Skill and efficiency rating, competency rating, career rating; organisation growth and performance evaluation; feedback for human resource functions.

Unit IV**System and Process of Controlling**

Importance of critical control points and standards; feed forward control in human system, performance standards and measurements, management information system – use of computers; Types of managerial controls – organisation control, operation controls, predictive controls, Concurrent controls, historical controls; control techniques; controlling the Human elements, effective of Control on Behaviour, performance – control and decision making; organisation excellence.

Recommended book(s) :

T.V. Rao, Performance Appraisal

Nair & Nair, Personal Management and Industrial Relation

Davar, Personal Management and Industrial Relation

MBA (CM) 043 TURNAROUND AND TRANSFORMATION

Objective: To provide students with comprehensive skills for managing organizational turnaround and transformation.

Course Outline**Unit I**

Introduction: Strategic Financial Management: Financial Planning – Analysing Financial Performance – Approaches to Financial Planning – Short – Term Financial Planning.

Corporate Restructuring: Strategic Alliances – Divestiture – Ownership Restructuring – Leveraged Buyouts – Sell Offs – Leveraged Recapitalizations – Distress Restructuring.

Unit II

Turn Around Strategies : Mergers & Amalgamations – Financial Frame Work – Merger as a Capital Budgeting Decision – Legal and Tax Aspects – post Merger Integration Issue. Acquisition / Take over – Codes and Procedures – Techniques – Defensive Strategies – Cross Boarder Deals.

Unit III

Corporate Sickness: Corporate Sickness – The Magnitude – Different Interpretation of Sickness – Causes of Sickness – Turnaround – Types of Turnaround – Basic Approaches – Surgical vs. Humane – Phases in Turnaround Management.

Unit IV

Strategic Cost Management: Strategy and Cost Management – Strategy Formulation and Cost System Design – Alternate Strategies – Objectives of Cost Management Systems – Causes and Symptoms of Broken Cost System – Remedies – Cost of Quality and Long – Term Profitability – Activity Based Costing Principles – Activity Based Management – Target Costing.

Recommended Book(S)**MBA (CM) 044 MANAGEMENT OF TECHNOLOGY**

Objective: The course aims to develop understanding of issues involved in technology development, acquisition for successful management of change in the dynamic changing technological environment.

Course Outline**Unit I**

Information Technology –Concept, Role and Trends. IT Support to Decision Making. Impact of IT on Organisations. Strategic issues and management IT.

Unit II

Systems Analysis and Design Life Cycle. Feasibility Study and Cost Benefit Analysis. Buy or Build Decisions. Pros and Cons of Outsourcing. General Vs Dedicated Packages. Prototyping. Reengineering. The Organisation with the help of IT. System Implementation as Planned Organisational Change.

Unit III

IT Issues for Management CEO Vs CIO. Managing Control of IT. Managing IT in Multinational Organisations. Societal Issues of IT.

Unit IV

Information Representation – Analog and Digital, Digitization of Data, Images and Graphics. Data, Image, Audio and Video Compression.

Recommended Book(S)

MBA (CM) 045 CORPORATE TAX PLANNING

Course Objective

To provide in- depth understanding of corporate tax laws for facilitating tax planning for a company form of organisation.

Course outline

Unit I : Introduction

The concept of Tax Planning. The scope of tax planning, tax evasion, tax avoidance and tax planning. Tax obligations of Management System of Accounting, Tax-audit, Statutory obligations and Tax procedure.

Unit II : Tax Planning through Organisation Set-up

Comparative tax obligations of different forms of business organisation-individuals, partnership firms and companies. Tax planning for employee remuneration.

Unit III : Tax Planning for Managerial Decisions

Corporate Capitalisation, Dividend Policy, Depreciation policy, Inventory policy, make or buy, repair or renovate, own or lease, export & domestic sale, foreign Collaborations. Amalgamation, Mergers.

Unit IV : Tax Planning through Incentives

Classification of Income and expense, capital gains, other exemptions, deductions, rebates & relief for residential status location, size, set off and carry forward of losses.

Recommended Book(S)

Srinivas, E.A., Corporate Tax-Planning
 Agarwal, J.D. & Agarwal, R.K., Tax Planning for Industrial Units
 Agarwal, R.K., Tax Obligations under Income-Tax Law
 Prasad, Bhagwati, Law and Practice of Income-Tax in India
 Singhania, V.K., Direct Tax Planning and Management
 Mehrotra, H.C., Income Tax Law and Practice
 Shah, D.D., A treaties on Tax-Planning
 Santhanam, R., Tax Planning in respect of Capital Gains
 S.P. Goel, Direct Tax Planning and Management

MBA (CM) 046 CORPORATE GOVERNANCE

Objective: To enable the students to understand the domain of accountability, control, reporting and disclosures for a corporate citizen.

Unit I

Meaning, Accountability issues, current context of Corporate Governance in India, Broad objectives and strategies, role of independent directors, board structure, performance evaluation of board, training and development of directors, accounting standards and accounting disclosures.

Unit II

Corporate Board: Attributes, Duties, Responsibilities, Liabilities. Shaping Directorial Competence and Board Effectiveness. Financial Institutions and Nominee Directors. Corporate Disclosure and Investor Protection.

Unit III

Corporate Restructuring and Revival of Sick Units. Corporate Reputation, Corporate Legitimacy and Corporate Crime. The Legal and Regulatory Setting: Company Law. SEBI Regulations. FEMA. Banking and Capital Market Regulation.

Unit IV

Sick Industry Company Act. Takeover Codes. Corporate Board Committees. Globalisation and Corporate Governance. Emerging Trends in Corporate Governance.

Recommended book(s):

Gupta, L.C., Corporate Boards and Nominee Directors, Oxford University Press.
 N. Gopaldasamy, Corporate Governance, Wheeler Publishing
 Reports of Studies Initiated By SEBI, Government and Other Agencies.
 Weston J. Fred et.al. , Takeovers, restructuring and Corporate Governance, Prentice Hall
 Vedpuriswar, A.V. , Leadership and Corporate Governance, ICFAI, 2002.
 Chandratre, K. R. , Bharat's guide to Company Directors, Bharat Law House, 1999.
 Buxi, Corporate governance, Excel Books
 Prasad, Corporate governance, PHI
 Gopaldaswamy, Corporate governance, New Age International