

# **Semester IV**

**Name of the Subject:** INTERNATIONAL BUSINESS  
**Course Code and Subject Code:** CC 401, IB  
**Course Credit:** FULL (50 SESSIONS OF 60 MINUTES EACH)

**Course Description**

The course is intended to provide a basic understanding about the finer aspects of international business to the students. It is aimed at making the students realize that International Business is a combination of multiple disciplines brought together in a systematic manner. The integration of General Management, Operations, Financial Management, Marketing Management as well as Human Resources Management in an international perspective is essential to International Business.

**Evaluation pattern:**

Class participation and Attendance	10%
Presentations and Assignments	20%
Mid Term Examination	30%
End Term (University) Examination	40%

**Pedagogy:**

- Lectures
- Case study
- Subject Project
- Assignments

Session	Course Content	Percentile weightage
1-4	Globalization and International Business	25 %
5-14	The Cultural Environments facing business. The Political and Legal Environments facing Business, The Economic Environments facing business. Globalization and Society.	
15-24	International Trade and Factor-Mobility Theory. Government Influence on Trade. Cross-National	20 %
25-30	Cooperation and Agreements. Global Foreign-Exchange Markets. The Determination of Exchange Rates	

31-35	The Strategy of International Business. Export and Import Strategies. Direct Investment and Collaborative Strategies.	20 %
36-42	Marketing Globally. Global Manufacturing and Supply Chain Management. International Accounting Issues. The Multinational Finance Function. Human Resource Management.	25 %
43-45	Country Evaluation and Selection, Emergence of BRIC and Asian Countries	10 %
46-50	Case Study	

**Text Book:**

1. International Business-Environment and Operations by John Daniels, Lee Radebaugh, Daniel Sullivan, and Prashant Salwan, Pearson, Latest Edition

**Reference Books:**

1. International Business by Charles Hill & Arun Jain, Tata McGraw- Hill, New Delhi
2. Global Business by Mike W. Peng, Deepak K. Srivastava, Cengage Learning
3. International Business:Theory & Practice by Ajami, PHI
4. International Business:Test & Cases by P. Subba Rao, Himalaya

**Name of the Subject:** PROJECT MANAGEMENT  
**Course Code and Subject Code:** CC 402, PM  
**Course Credit:** FULL (50 SESSIONS OF 60 MINUTES EACH)

**Course Description**

The subject emphasizes on imparting the knowledge, skills, tools and techniques involved in carrying out project activities so as to ensure that projects are delivered within budget and schedule. Upon successful completion of the course, the student will be able to understand how to Devise strategy and plan for the project and Design the project and its schedules and overall framework.

**Evaluation pattern:**

Class participation and Attendance	10%
Quizzes, Case Presentations	20%
Mid Term Examination	30%
End Term (University) Examination	40%

**Pedagogy:**

- Lectures
- Case study
- Assignments

Session	Course Content	Percentile weightage
1 - 8	<b>Introduction</b> Introduction to Project Management, Structures and Frameworks of Project Management	15%
9 - 20	<b>Defining the Project</b> Project Definition, Strategy and Project Management	25%
21 - 32	<b>Designing the Project</b> Time planning, Critical Chain Project Management, Cost and Quality Planning, Plan Analysis and Risk Management	25%

33 - 44	<p><b>Deliver and Executing the Project</b></p> <p>Project Organization: Structures and Teams, Management and Leadership, Control of Projects, Supply Chain Issues, Problem-solving and Decision-making</p>	25%
45 - 50	<p><b>Develop</b></p> <p>Project Completion and Review, Improving Project Performance</p>	10%

**Text Book:**

1. Project Management, Harvey Maylor, Pearson Education, 3<sup>rd</sup> edition.

**Reference Books:**

1. Projects, Prasanna Chandra, Tata McGraw Hill
2. Project Management, Pinto, Pearson
3. "Project Management- A Managerial Approach", Jack Meredith, Samuel J. Mantel Jr., John Wiley and Sons
4. Project Management – The Managerial Process, Clifford F. Gray & Erik W. Larson, Tata McGraw Hill

## CC 403 - COMPREHENSIVE PROJECT - II

**Objective:** The purpose of this course is to enable the students to study in-depth at least one specific issue related to any of the courses of study.

The group consisting of three to four students will identify the project from the following topics in the beginning of the semester and will prepare detailed synopsis of the research project study.

1. Comprehensive case study of Industry or segment
2. Organizational study aimed at inter-organizational comparison/validation of theory/survey of management practices with reference to particular industry.
3. Field study (empirical study) with respect to any research issue.
4. Feasibility Study as Comprehensive Project.

The project may be based on primary data or secondary data depending upon the nature of the topic and the research design. The project will be evaluated on the basis of written report, presentation and viva-voce.

**Evaluation:** Project Report – 60%, Presentation and Viva – 40%

## General Model Format for Comprehensive Project

*[If project is based on Research]*

- Title Page
- Preface
- Acknowledgement
- Declaration
- Executive Summary
- Table of Content

Sr. No.	Particulars	Total no. of Pages
	<b>PART – I GENERAL INFORMATION</b>	
1	About the Company / Industry / Sector Overview of World Market Overview of Indian / Gujarat Market Growth of the Company / industry / Sector	1 to 15
2	About major Companies in the Industry	4 to 8
3	Product Profile (Major Products)	2 to 6
	<b>PART – II PRIMARY STUDY</b>	
4	Introduction of the Study 4.1 Literature Review 4.2 Background of the Study 4.3 Problem Statement /Rationale / of the Study 4.4 Objectives of the Study 4.5 Hypothesis 4.6 Limitation of the Study	4 to 6 1 to 2 1 to 2 Up to 1 Up to 3 Up to 2
5	Research Methodology 5.1 Research Design 5.2 Source/s of Data 5.3 Data Collection Method 5.4 Population 5.5 Sampling Method 5.6 Sampling Frame 5.7 Date Collection Instrument	8 to 15
6	Data Collection Work to be commenced in Sem. III and continue in Sem-IV also.	
7	Data Analysis and Interpretation	30 to 50
8	Results and Findings	2 to 6
9	Conclusion/Suggestions	1 to 4
10	Annexure & Bibliography	

(No. of pages suggested above are a part of model guidelines & they may increase / decrease, depending on the scope of the research work and guidance of faculty guide)

## General Model Format for Comprehensive Project

*[If CP is based on a feasibility study]*

- Title Page
- Preface
- Acknowledgement
- Declaration
- Executive Summary
- Table of Content

Sr. No.	Particulars
	<b>PART – I Industry Study</b>
1	Growth and Evolution of Industry in India
2	Product Profile (Major Products)
3	Players in the Industry
4	Demand determination of the Industry
5	Future Prospects
	<b>PART – II Feasibility Study</b>
6	Introduction
7	Marketing Feasibility
8	Technical Feasibility
9	Financial Feasibility
10	Human Resource Requirement
11	Conclusion (Overall Viability)
12	Annexure & Bibliography



### SPECIFICATIONS FOR COMPREHENSIVE REPORT

1	Paper Size	A4
2	Margins	Left Side - 1.5 cm Right Side - 1 cm Top - 1 cm Bottom - 1 cm
3	Line Spacing	Single Lines
4	Paragraph Spacing	Double Lines
5	Page Numbers	At bottom – Align to the right
6	Font Type	Times New Roman
7	Font Size (FS)	For normal – 12
8	Bold / Italic / Underline	Should be used for specific purposes only
9	Alignment	Page Justify
10	Heading	Upper case, Bold, Centre, FS – 14
11	Subhead	Bold, Left Aligned, FS- 12, No Colon (:)
12	Tables/ Graphs/ Diagrams	Title, No. and Source
13	Borders / Shades	No Borders
14	Headers , Footers	Header and Footer shall consist of university name, institute name and batch respectively.
15	Word Breaking	No word Breaking
16	Chapter Name	On Separate Page – Before the start of the Chapter Centre Aligned on the Page No page Numbers on it Next page start the Chapter – do not repeat the title on the next page
17	Report Binding (Semester IV only)	Hard Bound Cover – Black or Blue Plastic coated Writing –Golden colour only
18	Copies of the Report (Semester III)	<b>Hard : Total 2 Copy</b> For Institute – 01 (Spiral Binding) For Student – 01 (Spiral Binding) <b>Soft : 01 Copy</b> CD should have following information in Word format: Name of the Student Enrollment No. CP Title Year Guide Name
19	Copies of the Report (Semester IV)	<b>Hard : Total 2 Copy</b> For Institute – 01 (Hard Binding –Black or Blue) For Student – 01 (Spiral) (Optional) <b>Soft : 01 Copy</b> CD should have following information: Name of the Student Enrollment No. CP Title Year Guide Name

**Marketing  
Specialization  
Subjects**

**Name of the Subject:** SERVICES AND RELATIONSHIP MARKETING  
**Course Code and Subject Code:** MS 411, SRM  
**Course Credit:** FULL (50 SESSIONS OF 60 MINUTES EACH)

**Course Description**

The objective of this course is to acquaint the students with concepts and techniques for marketing of service business, so that they will be able to handle the unconventional challenges of services marketing.

**Evaluation pattern:**

Class participation and Attendance	10%
Quizzes and Assignments	20%
Mid Term Examination	30%
End Term (University) Examination	40%

**Pedagogy:**

- Lectures
- Case study
- Projects

Session	Course Content	Approx. Percentile weightage
1-5	<b>Basics of Services Marketing:</b> Definition of Services and rationale for study; Role of services in the economy; Distinctions between Services and Goods; Services Marketing Mix, Services and Technology - technology in service encounter, emergence of self service, automation in services	20%
6-7	<b>Case Study</b>	
8-12	<b>Customer Behaviour in Service Encounter:</b> Four Categories of Services – People-Processing, Mental-Stimulus Processing, Possession-Processing, and Information-Processing;; Customer Decision Making – Pre-purchase Stage, Service-Encounter Stage and Post-Encounter Stage; Customer Expectations and Perceptions of Services – Zone of Tolerance;	20%
13-14	<b>Case Study</b>	
15-25	<b>Services Marketing Mix:</b> Product – Core and Supplementary Elements, Branding Service Products ; Price – Role of Non-monetary Costs, Pricing Strategy Pricing and Revenue Management, Yield Management, Place – Service Distribution, Role of	20%

	Customers in Service Delivery, Delivery through Intermediaries, Franchising, Electronic Channels, Self-Service Technologies; Promotion – Role of Marketing Communication, Marketing Communication Mix, Integrated Services Marketing Communication	
26-27	<b>Case Study</b>	
28-34	<b>Expanded Marketing Mix:</b> People – Employees’ Role in Service Delivery, Service Leadership and Culture, Process – Service Blueprinting, Service Process Redesign Physical Evidence - Servicescape, Service Environments, <b>Managing Capacity and Demand:</b> Understanding Capacity, Demand Patterns, Strategies for Matching Capacity and Demands	20%
35-36	<b>Case Study</b>	
37-43	<b>Service Quality and Relationship Management</b> Services Quality: Gaps Model; Measuring and Improving Service Quality; Relationship Management: Defining Customer Relationships; The Basics; External Relationships; Supplier Relations; Internal Relationships <b>Relationship Marketing</b> Customer Retention; Customer Loyalty; Strategies for reducing Customer Defections; and Customer Relationship Management	20%
44-45	<b>Case Study</b>	
46-50	<b>Revision &amp; Remedial Sessions</b>	

**Text Book:**

1. Services Marketing – Text and Cases, Rajendra Nargundkar, 3<sup>rd</sup> Edition, Mc Graw-Hill

**Reference Books:**

1. Services Marketing, Zeithaml, Bitner, Gremler & Pandit, 5<sup>th</sup> Edition, Mc Graw-Hill
2. Services- Marketing, Operations, and Management, Jauhari & Dutta, Oxford
3. Services Marketing, R. Srinivasan, PHI Learning

**Name of the Subject:** INTERNATIONAL MARKETING  
**Course Code and Subject Code:** MS 412, IM  
**Course Credit:** FULL (50 SESSIONS OF 60 MINUTES EACH)

**Course Description**

Organizations are easily going global and the understanding of marketing concepts only for single country is not sufficient in today’s time. The course is intended to provide a basic understanding about the various aspects of marketing activity on international front to the students. The basic objective of this course is to acquaint the students with environmental, procedural, institutional and decisional aspects of International Marketing. It is aimed at making the students realize that International Marketing is a blend of multiple disciplines brought together in a systematic manner.

**Evaluation pattern:**

Class Participation and Attendance	10%
Quizzes and Assignments	20%
Mid Term Examination	30%
End Term (University) Examination	40%

**Pedagogy:**

- Lectures
- Project
- Case Study
- Assignment

Session	Course Content	Percentile weightage
1-4	Introduction, Challenges And Opportunities	25%
4-14	Trade Theories And Economic Development, Trade Distortion And Market Barriers, World Market	
15-24	Environment: Political, Legal & Cultural	20%
25-30	Consumer Behavior In The International Context & Business Customs	
31-35	Marketing Research In The International Context : Information System, Market Analysis And Foreign Market Entry Strategies	20%

36-42	Product Strategies: Basic, Product Planning, Branding & Packaging Decisions, Distribution Strategies & Documentation	25%
43-45	Promotion Strategies: Personal Selling, Publicity, Sales Promotion & Advertising, Pricing Strategies, Sources Of Financing And International Money Market	10%
46-50	Case Study	

**Text Book:**

1. International Marketing – Analysis & Strategy by Sak Onkvisit, John J Shaw PHI, Latest Edition

**Reference Books:**

1. International Marketing, Philip R. Cateora, John L. Graham & Prashant Salwan, Tata McGraw- Hill
2. International Marketing Strategy Analysis, development and Implementation, Isobel Doole and Robin Lowe, Thomson Press Publications
3. International Marketing, Vern Terpstra and Ravi Sarathy, Thomson South Western.
4. International Business- competing in the Global Marketplace, Charles W. L. Hill, Tata McGraw-Hill

**Name of the Subject:** PRODUCT AND BRAND MANAGEMENT  
**Course Code and Subject Code:** MS 413, PBM  
**Course Credit:** FULL (50 SESSIONS OF 60 MINUTES EACH)

**Course Description:**

The objective of this course is to learn fundamentals of Product and Brand Management. The aim of Product Management Part is to make participants understand competition at product level as well as brand level. Two broadly important aspects namely Product Management from competition point of view and Product Management from New Product Development and Innovation point of view are to be covered. The objective of Brand Management is to make students understand principles of Branding, role of brands, elements and components of brands, brand equity etc. The main aim for Brand Management is to make sure that students understand implications of planning, implementing and evaluating Branding Strategies.

**Evaluation Pattern:**

Class Participation and Attendance	10%
Quizzes and Assignments	20%
Mid Term Examination	30%
End Term (University) Examination	40%

**Pedagogy:**

- Lectures
- Projects
- Case study

Session	Course Content	Percentile weightage
1 - 8	Introduction to Product: Competition & Product Strategy, product in theory & in practice, Product life cycle, product portfolio	20%
9 - 16	Product Management & New Product Development: New product development process, New product strategy, commercialization, managing Growth, Managing the mature Product	20%
17 - 18	Case: Samsung's Mobile Business	
19 - 30	Branding & Brand Management	30%

	The concept of Brand Equity, Creating brands in a competitive market, Brand Positioning and Brand Associations, Using Brand Elements to create brand equity, Leveraging Secondary Brand Associations	
31- 32	Case: Intel: Building a Technology Brand Case: Brand Elements of Parle-G Biscuit Brand	
33- 50	Growing and Sustaining Brand Equity: Designing and Implementing Branding Strategies, Launching Brand Extensions Products, Managing brands overtime and Geographic boundaries. Developing a Brand Equity Management System. Measuring Sources of Brand Equity and Brand Equity measurement approaches	30%

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#### **Text Book**

1. Product Strategy and Management, Michael Baker and Susan Hart, Pearson Education, Second Edition.
2. Strategic Brand Management, Kevin Lane Keller, M.G. Rameswaram and Isaac Jacob, Pearson Education, Third Edition.

#### **Reference Books**

1. Product Management, Donald R. Lehmann and Russell S. Winer, Fourth Edition, TMH
2. Innovation Management and New Product Development, Paul Trott, Fourth Edition, Pearson
3. Strategic Brand Management, Kapferer, J.-N. (1997). London: Kogan Page Limited
4. Building Brand Value : Five Steps of Building Powerful Brands, M. G.Pameswaran, 2006, New Delhi: Tata McGraw Hill
5. Brand Management, , H. V. Verma, 2004, New Delhi: Excel Books
6. Branding, A reference guide to solving your toughest branding problems and strengthening your market position, B. VanAuken, 2007. Jaico Publishing House
7. Managing Indian Brands-Concepts and Strategies, S Ramesh Kumar, 2001, Vikas Publications
8. Successful Branding, Prank K Chaudhary, University (India) Press Limited, Hyderabad, 2001



**Finance**  
**Specialization**  
**Subjects**

**Name of the Subject:** DERIVATIVES AND RISK MANAGEMENT  
**Course Code and Subject Code:** FS 421, DRM  
**Course Credit:** FULL (50 SESSIONS OF 60 MINUTES EACH)

**Course Description**

Upon successful completion of the course, the student will be able to: Equip with the ability to apply stock market basics to Indian Derivative market. , Learn valuation, analysis and application for hedging, speculation and arbitrage for Financial Derivatives. , Learn the mechanics, valuation and trading strategies of derivative market; develop their own trading strategies in the volatile market

**Evaluation pattern:**

Class participation and Attendance	10%
Quizzes, Presentations and Assignments	20%
Mid Term Examination	30%
End Term (University) Examination	40%

**Pedagogy:**

- Lectures
- Case study
- Minor projects

Session	Course Content	Percentile weightage
1 - 2	Derivative- An Introduction Introduction, Managing Risk, Types of Business Risks, Derivatives, Products, Classification, participant, Evolution, Functions	6 %
3-6	Forward & Future Introduction, Forward Contract, settlement of Forward Contract, Futures contract, Specifications of Futures contract, difference, Pricing, Arbitrage, Convergence, Relationship of futures price & expected spot price	6%
7-10	Commodity Futures Introduction, benefit, commodity futures & economy, Difference of commodity & financial futures, Pricing, hedging, Perfect & imperfect hedge, Basis & Basis Risk, Optimal Hedge Ratio, Spread strategies	7%

11-14	<p>Stock &amp; Index Futures</p> <p>Index Futures, forward contracts &amp; stocks, Future contract on indices &amp; individual stocks, Features, specifications, pricing, Hedging, Speculation &amp; arbitrage with stock index futures</p>	7%
15-20	<p>Currency Forwards &amp; Futures</p> <p>Foreign exchange markets, Foreign exchange risk, FOREX rates, transactions, Arbitrage, Hedging, Speculation &amp; arbitrage, NDF – Evolution, Growth, Features, Interest rate parity, Currency future – Trading, settlement, pricing, Hedging, Speculation &amp; arbitrage</p>	10%
21-23	<p>Interest rate Forwards &amp; Futures</p> <p>FRA – Introduction, settlement, Pricing, Hedging, Speculation &amp; Arbitrage with FRA and T-Bills, Euro dollars, Treasury bond futures, Pricing T-Bonds, Duration &amp; Modification, Interest rate futures in india</p>	8%
24-26	<p>Interest rate &amp; currency swaps</p> <p>Features of Swap, Need, swap dealer, Applications, Rationale, Types, hedging, Features, Valuing Interest rate and currency swap, Commodity swaps, equity swaps</p>	8%
27-28	<p>Options –Basic</p> <p>Terminology, call, Put, Quotations, Trading &amp; settlement, Margins, Adjustment for corporate actions, Options other than stocks/indices, Difference options &amp; futures/ forwards</p>	4%
29-31	<p>Option Pricing-1</p> <p>Intrinsic value &amp; time value, Boundary conditions for option pricing, arbitrage based relationship of option pricing, Put call parity</p>	8%
32-37	<p>Option Pricing-2</p> <p>Binomial Option Pricing Model, Equivalent portfolio approach for option valuation, Multi period Binomial Model, Binomial Model for Index options, Binomial Tree, Factors affecting option price, Black &amp; Scholes Option Pricing Model – Assumption, Interpretation, Implied volatility</p>	10%

38-39	Options-Sensitivities Delta & Delta Hedging, Theta, Gamma & Neutrality, Greek Letters	5%
40-42	Options-Applications Hedging strategies with Options, Income generation with options, Option trading strategies	9%
43-45	Exotic Options Forward start option, Binary or digital option, Chooser option, Shout option, Barrier options, Asian options, Other Exotics	4%
46-48	Credit Derivatives Introduction & Meaning, Types of credit risks, Assessment of credit risk, Credit default swaps, Total return swap, Credit linked notes, collateralized debt obligations	4%
49-50	Other derivatives Payoff of options on futures, Binomial model for future options, Valuation of futures options- Black's Model, Interest rate options, Cap, Floor, Collar	4%

**Text Book:**

1. Derivatives & Risk Management, Rajiv Srivastava, 4<sup>th</sup> Edition, Oxford Publication House

**Reference Books:**

1. Futures and Option Markets, John C. Hull, Pearson Education
2. Risk Management & Derivative, Rene M. Stulz, Cengage

**Name of the Subject:** **CORPORATE FINANCE AND RESTRUCTURING**  
**Course Code and Subject Code:** FS 422, CFR  
**Course Credit:** **FULL (50 SESSIONS OF 60 MINUTES EACH)**

**Course Description**

The course aims to facilitate understanding of corporate merger and acquisition activity, restructurings and corporate governance. The focus will be on fundamental concepts of valuation and analytical tools of corporate finance related to restructuring. The aim of the course is for the students to understand the motivations, decision processes, transaction execution, and valuation consequences of financial, business, and organizational restructuring by corporate units. It combines applied theoretical approach with the case study method through detailed analysis of domestic and global restructuring cases. The course is designed so as to create an interface or link between the academic and the practitioner perspectives of various dimensions of corporate finance and restructuring process.

**Evaluation pattern:**

Class participation and Attendance	10%
Quizzes, Presentations and Assignments	20%
Mid Term Examination	30%
End Term (University) Examination	40%

**Pedagogy:**

- Lectures
- Case study
- Minor projects

Session	Course Content	Percentile weightage
1 - 12	<b>Overview of Corporate Finance &amp; Restructuring</b> Financial Strategy and Planning, Risk Evaluation and Capital Budgeting, Dividend and Retention Policies, Designing Capital Structure, Introduction to corporate restructuring, different forms, motives & applications of corporate restructuring,	25%
13 - 22	<b>Dimensions of Mergers and Acquisitions</b> Mergers & acquisitions concept, types and process, Accounting for Mergers & Demergers, Regulatory framework of mergers and acquisitions. Due diligence for M&A, Cross-Border Mergers & Acquisitions. Take-over and Defense Tactics	25%

23 - 34	<b>Valuation Aspects of Corporate Restructuring</b> Methods of payment for M & A and Calculations of exchange ratio, Fundamental and methods of business valuation, Calculations of financial synergy and return, Different approaches of valuation – Comparable company & transaction analysis method, DCF, Real Option method, Formula approach for valuation and other important methods of valuation	25%
35 - 44	<b>Dimensions of Corporate Restructuring</b> Financial Restructuring & Divestiture, Funding Options for M&A. Strategic Alliances & Joint Ventures, Employee Stock Ownership, Going Private & Leveraged Buyouts	5%
45 - 50	<b>Case Study Presentations</b>	

**Text Book:**

1. Corporate Restructuring, Bhagaban Das and Debdas Raskhit, Himalaya, Latest Edition
2. Financial Management, M Y Khan & P K Jain, TATA McGraw Hill, Latest Edition

**Reference Books:**

1. Mergers & Acquisitions, B Rajesh Kumar, TATA McGraw Hill, Latest Edition
2. Mergers and Acquisitions, Aurora, Shetty and Kale, Oxford, Latest Publication
3. Mergers & Acquisitions, Kamal Ghose Ray, PHI, Latest Edition
4. Mergers, Acquisitions and Corporate Restructuring, Prasad Godbole, Vikas, Latest Edition
5. Value Creation from Mergers and Acquisitions, Sudi Sudarsanam, Pearson, Latest Edition
6. Takeovers, Restructuring, and Corporate Governance, James J. Fred Weston, Mark L. Mitchell, J. Harold, Pearson, Latest Edition
7. Mergers, Acquisitions & Corporate restructuring, Patrick Gaughan, Wiley, Latest Edition
8. Mergers, Acquisitions and business valuation, Excel books, Ravindhar Vadapalli, Latest Edition
9. John C. Michelson, Restructuring for Growth, TATA McGraw Hill, Latest Edition
10. Financial Management, I M Pandey, Vikas Publication, Latest Edition
11. Financial Management, Prasanna Chandra, TATA McGraw Hill, Latest Edition
12. Strategic Financial Management, Ravi M. Kishor, Taxmann, Latest Edition
13. Corporate Finance, Ashvarath Damodaran, Wiley India, Latest Edition
14. Principles of Corporate Finance, Brealey & Myers, TATA McGraw Hill, Latest Edition

**Name of the Subject:** BANKING AND INSURANCE  
**Course Code and Subject Code:** FS 423, BI  
**Course Credit:** FULL (50 SESSIONS OF 60 MINUTES EACH)

**Course Description**

The GDP of most of the developed countries of the world come from the service sector. Financial sector is also one of such sectors which provide large employment opportunities. Banking and Insurance sector in India had seen a dramatic change after liberalization. This subject will offer the students to understand one of the fastest growing sectors in financial services and will be able to make them competitive for the same industry.

**Evaluation pattern:**

Class participation and Attendance	10%
Quizzes, Presentations and Assignments	20%
Mid Term Examination	30%
End Term (University) Examination	40%

**Pedagogy:**

- Lectures
- Case study
- Projects

Session	Course Content	Percentile weightage
1 - 12	<b>Introduction to banking system</b> Introduction to Banking, Role of Commercial Banking in the Economy, Structure, Growth and Development of Banking in India	20%
13 - 27	<b>Profitability and Fund management in Banks</b> Banks' balance sheet, Profit and loss account, treasury and fund management in banks <b>Risk Management</b> Risk management in banks, Asset Liability Management	30%
28 - 37	<b>Regulators</b> Reserve Bank of India (RBI), Insurance Regulatory and Development Authority (IRDA) <b>Current development</b> BASEL II implications for Indian bank, Asset reconstruction companies, Securitisation Act 2002	25%

38 - 48	<p><b>Introduction to insurance</b> Introduction to Insurance (Life and Non-life), Growth and Development of Insurance in India</p> <p><b>Product &amp; Services in Insurance</b> Various Life and Non-life insurance policies and their types</p> <p><b>Fund Management</b> Fund Management in Insurance Sector</p>	25%
49 - 50	Revision	

**Text Book:**

1. Banking and Insurance; O P Agarwal; Himalaya Publishing House

**Reference Books:**

1. Principles of Banking; Indian Institute of Banking Finance; Macmillan
2. Principles and Practice of Non Life Insurance; P K Gupta; Himalaya Publishing House
3. Insurance – Fundamentals, environment and procedures; B S Bodla, M C Garg, K P Singh; Deep and Deep Publications



**Human  
Resource  
Specialization  
Subjects**

**Name of the Subject:** INTERNATIONAL HUMAN RESOURCE MANAGEMENT  
**Course Code and Subject Code:** HS 431, IHRM  
**Course Credit:** FULL (50 SESSIONS OF 60 MINUTES EACH)

**Course Description**

The course is intended to provide a basic understanding about the finer aspects of international business to the students. It is aimed at making the students realize that International Business is a combination of multiple disciplines brought together in a systematic manner. The integration of General Management, Operations, Financial Management, Marketing Management as well as Human Resources Management in an international perspective is essential to International Business.

**Evaluation pattern:**

Class participation and Attendance	10%
Quizzes, Presentations and Assignments	20%
Mid Term Examination	30%
End Term (University) Examination	40%

**Pedagogy:**

- Lectures
- Case study
- Minor projects

Session	Course Content	Percentile weightage
1-10	Defining international HRM, Difference between domestic and International HRM, Organizational Structure in MNC	20%
6-12	International staffing, The role of an expatriates, The role of non expatriates, The role of the corporate HR functions	
11-22	Recruiting and selecting staff for International assignments- Introduction, Issues in staff selection	25%
16-20	Training and Development: The role of expatriate training, components of effective pre-departure training, developing staff through international assignments	

23- 35	Compensation: Objectives of International compensation, Key components of an international compensation program, Approaches to International compensation, Patterns in complexity	25%
26-30	Expatriation and Repatriation	
36-45	Performance Management: Introduction, performance management of International employees, performance appraisal of International employees	20%
37-40	Industrial Relations in International Context	
46-50	Managing People in International Context	10%

**Text Book:**

1. International Human Resource Management – Text and Cases P. L. Rao, Excel Books (Latest Edition)

**Reference Books:**

1. International Human Resource Management, Peter Dowling and Denice Welch, Cengage Learning
2. International Human Resource Management, Tony Edwards, Pearson Education
3. Global Human Growth Model, M.N Rudrabasavaraj, Himalaya
4. International Human Resource Management, Monir Tayeb, Oxford

**Name of the Subject:** STRATEGIC HUMAN RESOURCE MANAGEMENT

**Course Code and Subject Code:** HS 432, SHRM

**Course Credit:** FULL (50 SESSIONS OF 60 MINUTES EACH)

**Course Description:**

This course presents a thorough and systematic coverage of issues related to strategic human resource management, this course is basically for the students who are specializing in the field of Human resource management. This course will help the students to think strategically and integrate the activities of HR with the organizations goals.

**Evaluation Pattern:**

Class participation and Attendance 10%

Quizzes, presentation and Assignments 20%

Mid Term Examination 30%

End Term (University) Examination 40%

**Pedagogy:**

- Lectures
- Case Study
- Minor Projects

Sessions	Course Content	Percentile Weightage
1 - 10	An Investment Perspective of Human Resource Management : Adopting an Investment Perspective, Valuation of Assets, Understanding and measuring Human capital, Factors influencing how “Investment Oriented” an organizational Is. Challenges in strategic Human Resource Management: Impact of technology, HR issues and challenges related to technology, Ethical Behavior, Workforce Demographic changes and diversity	20 %
11 - 20	Strategic Management: Models of strategy, the process of Strategic management, A Strategic approach to manpower acquisition – recruitment and selection, Strategic development of human resources, Analysis of environment , Organizational Self- Assessment, Establishing Goals and objectives, importance of strategic planning for business success, Setting strategy- Corporate Strategies, Business unit Strategies, An introduction to market driven strategy, Resource driven strategy. The Evolving/ Strategic Role Of Human Resource Management: Strategic HR versus Traditional HR, Barriers to Strategic HR, Strategic approach to management structure, job design.	20%

21 – 30	<p>Human Resource Planning: Objectives of Human resource planning, Types of planning: Aggregate planning, Succession Planning.</p> <p>Design and Resign of Work Systems : Design of work systems, Job rotation, Redesign of work systems, Strategic work redesign in Action, Mergers and Acquisitions, Understanding change, Managing Change.</p>	20%
31 - 40	<p>Employment Law : Scope of laws, Federal Antidiscrimination Laws, Racial Discrimination, Employees with disabilities, Enforcement of federal Laws under EEOC, Executive Orders, Affirmative Action, Sexual Harassment.</p> <p>Staffing : Recruiting, Temporary versus Permanent Employees, Internal versus External Recruiting, when and how extensively to recruit, method's of Recruiting, selection, Interviewing, Testing, Diversity.</p>	20%
41 - 50	<p>Training and development: Benefits, Planning and strategizing training, Need Assessment, Objectives, Design and delivery, evaluation.</p> <p>Performance Management and Feedback : Who, What and How to evaluate, Measures of Evaluation, Short coming of Performance Management Systems</p> <p>Employee Separation : Reduction in Force, Turnover, Layoffs, Retirement, Managing Retention.</p>	20%

**Text Book:**

1. Strategic HRM, Jaffrey A Mello, Cengage Learning

**Reference Books:**

1. Strategic Human Resource management, Das Pulak, Cengage Learning
2. Strategic Human resource management, Charles R. Greer, Pearson

**Name of the Subject:** HUMAN RESOURCE DEVELOPMENT  
**Course Code and Subject Code:** HS 433, HRD  
**Course Credit:** FULL (50 SESSIONS OF 60 MINUTES EACH)

**Course Description:**

To help students understand the concept of Human Resource development and understand the ethical dilemmas in HRD. The students would be able to appreciate the importance and applications of Human Resource developments activities by learning various training, learning and development, and also the peoples processing models.

**Evaluation Scheme:**

Class participation and Attendance 10%  
 Quizzes, presentation and Assignments 20%  
 Mid Term Examination 30%  
 End Term (University) Examination 40%

**Pedagogy:**

- Lectures
- Case Study
- Minor Projects

Sessions	Course Content	Percentile Weightage
1-12	<p><b>Introduction to HRD :</b>            The evolution of HRD, The relationship between HRD and HRM, HRD functions, challenges to organizations and to HRD professionals</p> <p><b>Assessing HRD needs :</b>            Definitions, purpose of needs, levels of need analysis, prioritizing HRD needs, Strategic/organizational analysis, task analysis, person analysis</p> <p><b>Designing effective HRD programs:</b>            Selecting the trainer, make or buy decision, selecting the training methods and media, scheduling the HRD program</p>	25%
13-25	<p><b>Implementing and evaluating HRD programs:</b>            Training Delivery methods, on-the job training methods, classroom training approaches</p> <p><b>Evaluating HRD Programs :</b>            Training delivery method, OJT Methods, Classroom approaches Media and Methods, Issues concerning training program implementation.</p>	25%

26-37	<p><b>Career Management and Development:</b>  Definition of career development, models of career development, stages of life and career development, process of career management, roles in career management, issues and delivering effective career development systems.</p> <p><b>HRD and Diversity:</b>  Diversity Training and Beyond.</p> <p><b>Employee Socialization and Orientation:</b>  Socialization, Various perspectives, the realistic job Preview, Employee Orientation Program.</p>	25%
38-50	<p><b>Skills and Technical Training:</b>  Basic workplace competency, basic skills, Technical training, Interpersonal skills training, Role of labour unions in skill and technical training programs, Professional development and education.</p> <p><b>Coaching and Performance Management:</b>  Need, coaching and performance management, maintaining effective performance and encouraging superior performance, skills necessary for effective coaching, the effectiveness of coaching.</p> <p><b>Employee counseling and wellness services</b>  Need for ECS, Overview of employee counseling service, Stress management interventions, and Employee wellness and health promotion programs, Issues in Employee Counseling.</p>	25%

**Text Book:**

1. Human Resource Development, John M Werner & Randy L DeSimone, Cengage Learning

**Reference Books:**

1. Designing and managing human resource systems, Udai Pareek & T.V.Rao, Oxford & IBH Publication
2. Human Resource Development, Uday kumar Haldar, Oxford publication
3. Human Resource Development , Industrial Relation, Charles R. Greer, Pearson education

**Information  
System  
Specialization  
Subjects**



**Name of the Subject:** E-BUSINESS  
**Course Code and Subject Code:** IS 441, EB  
**Course Credit:** FULL (50 SESSIONS OF 60 MINUTES EACH)

**Course Description:**

The course imparts understanding of the concepts and various application issues of e-business like Internet infrastructure, security over internet, payment systems and various online strategies for e-business.

**Evaluation pattern:**

Class participation and Attendance	10%
Quizzes, presentation and Assignments	20%
Mid Term Examination	30%
End Term (University) Examination	40%

**Pedagogy:**

- Lectures
- Case study
- Minor projects

Session	Course Content	Percentile weightage
1 - 10	Introduction to e-business: Electronic Business, Electronic Commerce, Types of Electronic Commerce, Benefits, Limitations and Barriers of E-commerce, Electronic Commerce Models, Value Chains in Electronic Commerce, E-Commerce in India.	20%
11 - 20	Web Based Tools for Electronic Commerce, Intranet, Composition of Intranet, Business Applications on Intranet, Extranets. Electronic Data Interchange, Components of Electronic Data Interchange, Electronic Data Interchange Communication Process.	20%
21 - 25	Security Issues in e-business Security Overview, Electronic Commerce Threats, Encryption, Cryptography, Public Key and Private Key Cryptography, Digital Signatures, Digital Certificates, Securing E-commerce Networks	10%
26 - 33	Electronic Payment System Concept of e-Money, Electronic Payment System, Types of Electronic Payment Systems, Smart Cards, Stored Value cards and Electronic Payment Systems	15%
34 - 36	B2B Electronic payments, Infrastructure Issues in EPS, Electronic Fund	10%

	Transfer.	
37 - 45	e-Business Applications & Strategies Business Models & Revenue Models over Internet, Emerging Trends in e-Business, e-Governance, Digital Commerce, Mobile Commerce	15%
46 - 50	Strategies for E-Commerce, Internet based Business Models; Legal, Ethical and Societal Impacts of E-Commerce.	10%

**Text Book:**

1. E-Business and E-Commerce Management- Strategy, Implementation and Practice , Dave Chaffey, Prentice Hall
2. Electronic Commerce- Framework, Technologies and Applications, Bharat Bhaskar, Tata McGraw Hill.

**Reference Books:**

1. Electronic Commerce - A Managerial Perspective, Efraim Turban, David King, Dennis Viehland, Jae Lee, 4th Edition, Pearson Education.
2. Electronic Commerce- From Vision to Fulfillment, Elias M. Awad, PHI Learning.
3. Electronic Commerce Strategy, Schneider Gary P. and Perry, James T, Cengage Learning

**Name of the Subject:** ENTERPRISE RESOURCE PLANNING  
**Course Code and Subject Code:** IS 442, ERP  
**Course Credit:** FULL (50 SESSIONS OF 60 MINUTES EACH)

**Course Description:**

This course aims to highlight the integration of business processes and computer applications across business functions and also demonstrates how organizations are represented in an ERP system very broadly. This course studies Enterprise Resource Planning (ERP) systems, its scope, implementation issues and the organization’s motivation for implementation such systems. The topics include ERP concepts, implementation methodologies, evaluation of ERP Systems, and the various ERP Modules. The students will comprehend the implementation process and will be able to play a pivotal role in an ERP implementation.

**Evaluation pattern:**

Class participation and Attendance	10%
Quizzes, presentation and Assignments	20%
Mid Term Examination	30%
End Term (University) Examination	40%

**Pedagogy:**

- Lectures
- Case study
- Minor projects

Session	Course Content	Percentile weightage
1 - 4	Introduction to ERP, Basic Concepts of ERP	5%
5 - 8	Justifying ERP Investments, Risks of ERP , Benefits of ERP	5%
9 - 12	ERP Implementation Challenges, ERP Implementation (Transition) Strategies	5%
13 - 17	ERP Implementation Life Cycle, Pre-implementation Tasks, Requirements Definition	10%
18 - 20	Implementation Methodologies, Package Selection, ERP Project Teams	8%

21 - 23	Process Definition, Vendors and Consultants, Dealing with Employee Resistance	5%
24 - 28	Contracts with Vendors, Consultants and Employees, Training & Education	10%
29 - 33	Data Migration, Project Management & Monitoring, Post Implementation Activities, Success & Failure Factors of an ERP Implementation	10%
34 - 36	Operation and Maintenance of the ERP System, Measuring the Performance of the ERP System. Maximizing the ERP System	5%
37 - 41	Finance Module of an ERP Package Manufacturing Module of an ERP Package	10%
42 - 44	Human Resources Module of an ERP Package Materials Management Module of an ERP Package	7%
45 - 50	Quality Management Module of an ERP Package Marketing Module of an ERP Package Sales, Distribution & Service Module of an ERP Package	5%

**Text Book:**

1. ERP Demystified Alexis Leon, 2nd Edition Tata McGraw Hill Education Pvt. Ltd

**Reference Books:**

1. Enterprise Resource Planning, Mary Sumner, Pearson Education
2. ERP Concepts and Planning, Garg & Venkitakrishnan, PHI
3. Enterprise Resource Planning, Rajesh Ray, Tata McGraw Hill Education Pvt. Ltd

**Name of the Subject:** SOFTWARE PROJECT MANAGEMENT  
**Course Code and Subject Code:** IS 443, SPM  
**Course Credit:** FULL (50 SESSIONS OF 60 MINUTES EACH)

**Course Description:**

This course examines the defining characteristics of IT projects, especially involving the development of software intensive systems, and introduces the student to a variety of project management techniques that can be applied in an IT project context. While IT projects are similar in some ways to other types of projects, they pose unique challenges for the managers and organizations that undertake them. IT project management is particularly challenging because of several factors including: (1) the rapid pace of technological changes occurring in the IT field, (2) the invisible nature of software, (3) the ever-present pressure to add new features and functionality to systems, and (4) the difficulty of managing the organizational changes that accompany most IT implementations. In spite of the advanced technology that surrounds computer-based information systems, IT project management in most organizations is not very disciplined.

**Evaluation pattern:**

Class participation and Attendance	10%
Quizzes, presentation and Assignments	20%
Mid Term Examination	30%
End Term (University) Examination	40%

**Pedagogy:**

- Lectures
- Case study
- Minor projects

Session	Course Content	Percentile weightage
1 - 4	Introduction to Software Project Management Importance, Project, Software Projects Vs Other Projects, Contract Management, and technical project management, Activities, Plan, Methods, and methodologies, some ways to categorizing software projects, management	5%
5 - 9	Step wise – an overview of project planning Introduction to stepwise project planning, select project, identify project scope and objectives, identify project infrastructure, analyze project characteristics, identify project products and activities	10%
10 - 14	Programme management and project evaluation Programme management, managing the allocation of resources within programmes, strategic programme management , evaluation of individual projects, technical assessment, cost benefit analysis, cash flow forecasting, cost benefit evaluation techniques, risk evaluation	10%

15 - 19	Selection of an appropriate project approach Choosing technologies, technical plan contents list, choice of process models, structure versus speed of delivery, the waterfall model, V-process model, the spiral model, prototypes, incremental delivery	10%
20 - 22	Software efforts estimation Where Estimate done? Problems with over and under estimates, the basis for software estimating, software effort estimation techniques, Expert judgment, estimating by analogy, Albrecht function point analysis, function points mark II, COSMIC full function points, COCOMO : a parametric model,	5%
23 - 27	Activity Planning The objectives of activity planning, When to plan, Project schedules, Project and activities, Sequencing and scheduling activities, Network planning models, Formulating a network model, Adding the time dimension, The forward pass, The backward pass, Identifying the critical path, Activity float, Shortening the project duration, Identifying critical activities.	10%
28 - 32	Risk management Risk, Categories of risk, A framework for dealing with risk, Risk identification, Risk assessment, Risk planning, Risk management, Evaluating risks to the schedule	10%
33 - 35	Resource allocation The nature of resources, Identifying resource requirements, Scheduling resources, Creating critical paths, Counting the cost	5%
36 - 38	Monitoring and control Creating the framework, Collecting the data, Visualizing progress, Cost monitoring, Earned value, analysis, Prioritizing monitoring, Getting the project back to target, Change control	10%
39 - 41	Managing contracts The ISO 12207 approach to the acquisition and supply of software, The supply process, Types of contract, Stages in contract placement, Typical terms of a contract, Contract management, Acceptance.	5%
42 - 45	Managing people and organizing teams Understanding behavior, Organizational behavior: a background, selecting the right person for the job, Instruction in the best methods, Motivation, The Oldham-Hackman job characteristics model Working in groups	10%
46 - 50	Software quality The place of software quality in project planning, The importance of software quality, Defining software quality, ISO 9126, Practical software quality measures	10%

**Text Book:**

1. Software Project Management, Bob Hughes & Mike Cotterell, 4<sup>th</sup> Edition, Tata McGraw Hill

**Reference Books:**

1. Software Project Management, Pankaj Jalote
2. Effective Software Project Management, Robert K. Wysocki, Wiley