

COURSE OUTLINE

MASTER OF BUSINESS ADMINISTRATION (MBA)

SUBMITTED BY

GLOBAL SCHOOL OF BUSINESS

MASTER OF BUSINESS ADMINISTRATION

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COURSE STRUCTURE (SEMESTER FRAME)

Subject

Code Subject Name Credits

Contact

Hours

Semester-1 501 Principles of Management 4 30 502 Accounting for Managers 4 30 503 Management Information System 4 30 504 Organizational Behavior 4 30 505 Quantitative Methods 4 30 Semester-2 506 Managerial Economics (Micro+ Macro) 4 30 507 Business Environment 4 30 508 Introduction to Financial Management 4 30 509 Marketing Management 4 30 510 Human Resource Management 4 30 511 Summer Project/Internship 4 Semester-3 512 Production and Operations Management 4 30 513 Business Research Methods 4 30 514 Elective-1(Major) 4 30 515 Elective-2(Major) 4 30 516 Elective-3 (Minor) 4 30 Semester-4 517 Legal Environment of Business 4 30 518 Strategic Management 4 30 519 Elective-4 (Major) 4 30 520 Elective-5(Major) 4 30 521 Elective-6(Minor) 4 30 522 Main Project 6 523 Total 90

Credits

2

Specialization Courses

Subject

Code

Subject Name Credits Contact

Hours

Elective-1 Financial Management

F-1 Financial Risk Management 4 30 F-2 Strategic Financial Management 4 30 F-3 Security Analysis & Portfolio Management 4 30 F-4 Investment Banking & Financial Services 4 30 F-5 International Finance & Trade 4 30 F-6 Management of Financial Institutions 4 30

Elective -2 Marketing Management

M-1 Consumer Behavior 4 30 M-2 Service Marketing 4 30 M-3 Marketing Communication Strategy 4 30 M-4 Sales & Distribution Management 4 30 M-5 Strategic Marketing Management 4 30 M-6 Retail Management 4 30

Elective-3 Human Resource Management

H-1 Human Resource Planning 4 30 H-2 Strategic HR Management 4 30 H-3 Global HRM 4 30 H-4 Industrial Relations 4 30 H-5 Organizational Development 4 30 H-6 Training & Development 4 30

Total Credit Load= 90 credits

1. Total Classroom Credits: $20 \times 4 = 80$ credits
2. Summer Project: 4 credits
3. Final Project: 6 credits
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[Code 506] MANAGERIAL ECONOMICS

Semester 2

[4Credits: 30 Hrs. Session]

REFERENCE BOOKS AUTHOR / PUBLICATION EDITION & YEAR Managerial Economics Mark Hirschey, 10e, Thomson Mentioned already Managerial Economics William F. Samuelson, Stephen G. Mark, 5e, John Wiley & Sons 2005, 5th Managerial Economics Analysis, Problem, Cases Truett + Truett, 8e, Wiley 2006, 8th Managerial Economics in Global Economy Dominick Salvatore, 4e, Thomson 6 edition (October 27, 2006) (Oxford University Press) Macroeconomics, 7e Rudiger Dornbusch TMH Mentioned already Lectures on Macroeconomics Blanchard and Fischer Prentice Hall India (March 21, 1989) Indian Economy Problems of Development and Planning, 19e A.N. Agarwal Wiley Eastern Ltd Mentioned already

Detailed Syllabus

Unit-1

Introduction to Economics : Scarcity and Efficiency. The three problems of economic organization, market, command, and mixed economies, the market mechanism, how markets solve the three economic problems? The invisible hand and perfect competition. The economic role of government. General and partial equilibrium, nature and scope of managerial economics.

Supply and demand analysis : the demand schedule, the demand curve, demand shifts, elasticity of demand price elasticity of demand, calculating elasticities, elasticity and revenue, income elasticity of demand, cross elasticity of demand. Analysis of supply the supply schedule, the supply curve, behind the supply curve, shifts in supply, price elasticity of supply. Equilibrium of supply and demand equilibrium with supply and demand curves, effect of a shift in supply or demand, interpreting changes in price and quantity, simultaneous shifts of supply and demand, rationing by prices. Applying supply and demand impact of a tax on price and quantity, prices fixed by law minimum floors and maximum ceilings.

The indifference curve analysis-indifference curve, budget line or budget constraint, the equilibrium position of tangency, changes in income and price, price effect, substitution effect, income effect, deriving the demand curve.

Unit-2

Production and Cost Analysis :

Production analysis : Basic concepts, the production function, total, average and marginal product, the law of diminishing returns, returns to scale, short run and long run, technological change, the law of diminishing marginal product, least cost factor combination for a given output, expansion path.

Analysis of Costs : cost concepts, the link between production and costs, short run and long run cost curves. Economics of scale and scope. Relevant costs and benefits, break even analysis and plant sizing.

Unit-3

Market Structure analysis and estimation :

Perfect Competition : Characteristics of a perfectly competitive market, supply and demand in perfect competition, short run equilibrium of the competitive firm, long run equilibrium of the competitive firm, efficiency of competitive markets, effects of taxes on price and output.

Monopoly : Monopoly short run and long run equilibrium price discrimination, types of price discrimination, natural monopolies.

Imperfect Competition : Imperfect competition, demand curve, monopolistic competition, product differentiation types of product differentiation oligopoly, kinked demand curve, cartel formation, market-sharing cartels, price leadership, price leadership by a low-cost firm, price leadership by dominant firm, barometric price leadership.

Pricing Practices : Markup pricing, markup pricing and profit maximization, price discrimination, cyclical pricing, multiple-unit pricing strategies, multiple product pricing, joint product pricing, transfer pricing, riddles in pricing practices.

Unit-4

Overview of Macroeconomics: Microeconomics Vs. Macroeconomics, fundamental concerns of Macroeconomic policy, objectives and instruments of macroeconomics, aggregate supply and aggregate demand.

Measuring National output and National Income : concept of national product, different variants of national product, real and nominal GNP, GDP and GNP price indices different measures of national and problems of measuring national income. National Income and

social welfare.

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Consumption Saving and Investment: Consumption and saving, the consumption function, marginal propensity to consume, the savings function, investment, determinants

of investment, the investment demand curve, shifts in the investment demand curve.

Unit-5

Aggregate Demand and The Multiplier : The downward sloping aggregate demand curve, shifts in aggregate demand, relative importance of factors influencing demand,

output determination with saving and investment, the meaning of equilibrium output

determination by consumption and investment, the multiplier, the multiplier in the AS-AD

framework, The Paradox of Thrift.

Money and Banking : Money Supply and Interest Rates : Components of Money supply

, interest rates, real Vs. nominal interest rates, the demand for money, money's functions,

the process of deposit creation, balance sheet of the central bank. Credit Control by the

Central Bank. The effects of money on output and prices: the monetary transmission

mechanism, the money market, supply of demand for money, monetary policy in an open

economy, monetary policy in the AD-AS framework, monetary effects in the long run.

Cases and Exercises

Faculty will be handling six or more cases as per the suggested schedule of sessions

- . Singapore : Past perfect, future tense ?
- . China in 2005 : The Yuan Revaluation and Beyond
- . The US Steel Industry in 2004, still in need of protection ?
- . Suzlon : Powering a Greener tomorrow
- . Long lines, lost profits : China's regulated fuels market
- . What is more valuable : Diamonds or water?
- . Microsoft Antitrust case
- . Lev Leviev Vs. De Beers
- . Domestic Airlines in India : Leveraging Price
- . Transfer pricing

Suggested schedule of sessions

Topic No. of Sessions

Introduction : Fundamental problems of an economic system :

Scarcity and efficiency

1

Case on the economic role of government 1

Supply and demand analysis 2

Production analysis 2

Analysis of costs : cost concepts, the risk between production and cost

2

Analysis of costs : short run and long run cost curves, economics of scales scope, relevant costs and benefits, break even analysis and

2

plant sizing Perfect competition 2 Monopoly 2 Monopolistic competition 2 Oligopoly 2 Pricing practices 2 Overview of Macro Economics 2 Measuring national Output and national income 2 Consumption savings and investments 2 Aggregate demand and multipliers 2 Money and Banking 2 Total sessions 30

[Code 507) BUSINESS ENVIRONMENT

SEMESTER2

[4Credits: 30 Hrs. Session]

Objective

The purpose of this course is to acquaint students with various laws and regulatory measures governing business operations in India. The course aims at acquiring students with the modes of entering into international business, environment of international business and management of international business operations.

REFERENCE BOOKS AUTHOR/PUBLICATION EDITION & YEAR Economic Environment & Business Biswanath Ghosh, Vikas Publishing House, N.D. 2nd 2003 Business Environment F. Cherunilum, Himalaya Publishing House, New Delhi 2007 Economic Survey Govt. of India (latest year) Business Environment for Strategic Management K. Aswathappa, Himalaya Publishing House, New Delhi 2007 Government and Business N. K. Sengupta, Vikas, New Delhi Government and Business N. K. Sengupta, Vikas Publishing House, New Delhi 6th 2003 Business Ethics Shaw, Thomson Learning, Bombay 4th 2002 International Business Environment Sundaram & Black, Text & Cases, PHI, N. Delhi 2007 Business Environment Suresh Bedi, Excel Books 2004 The International Business Environment ANANT K SUNDARAM and J. S. BLACK, PHI, New Delhi 1994 The International Environment of Business G.M. MEIER, Oxford University Press, NY (February 26, 1998) Multinational Finance A. BUCKLEY, PHI, New Delhi 5 edition (17 Dec 2003) GATT, WTO: TRIPS, TRIMS and Trade in Services GOPALSWAMY, Wheeler Publishing, New Delhi Business Environment Bedi Suresh, Excel Books, New Delhi 2004 World Bank World Development Report (Latest Issue) Going International: Response strategies of the Indian Sector Bhattacharya, B. Wheeler Publishing, New Delhi NA International Business: Environment and Operations Daniels, John D. and Radebaugh, Lee H. 8th Edition, Addison Wesley 11 edition (January 1, 2007)

Detailed Syllabus:

Unit-1

Nature, components and determinants of business environment: basic structure of Indian economy and growth trends; basic nature of Indian economic system; relation size and growth of public and private corporate sector; social responsibility of business; broad features of India's new economic policy.

Trend and pattern of industrial growth: review of industrial policy developments; industrial licensing policy; liberalization of the private sector; trends and issues in corporate management; growth and problems of the small scale sector; public sector reforms and privatization.

Unit-2

Development banking finance for corporate sector: trends pattern and policy; regulation of stock exchanges and the role of SEBI; SEBI guidelines relating to fresh issues of companies; banking sector reforms; challenges facing public sector banks; growth and changing structure of non bank financial institutions; problem of non performing assets in India's financial sector.

Trend and pattern of India's foreign trade and balance of payments: latest EXIM policy

main features; policy towards foreign direct investment; globalization trends in Indian economy; role of MNCs; India's policy commitments to multilateral institutions IMF, World Bank and WTO.

Unit-3

Major global trends in international trade and investment: Streams of international business, components and determinants of IBE, factors producing changes in IBE, international economic growth and BE, latest world trade trends.

Political, legal and cultural Environment: Impact of economic systems and economic reforms, Country risk-political risk and insurance role of OPIC and MIGA, trade theories, international economic Institutions, cultural factors in international market environment.

Unit-4

International Trading Environment: Tariff and non-tariff barriers to trade, forex market mechanism, exchange rate determination, euro currency market, role of NBFCs and stock exchange, trading blocks and intra-regional trade

Unit-5

Global Competitiveness and competition: social responsibility of the Organization and Govt. in International trade, factors and trends of world economic growth and physical environment, central bank functions, Implications of trade policy.

Cases:

Faculty will identify appropriate cases.

Suggested Schedule of Sessions

Topic No. of Sessions Nature, components and determinants of business environment: 2 Trend and pattern of industrial growth 3 Development banking finance for corporate sector 5 Trend and pattern of India's foreign trade and balance of payments 5 Major global trends in international trade and investment 2 Political, legal and cultural Environment 3 International Trading Environment 5 Global Competitiveness and competition 5 Total 30

[Code 509] FINANCIAL MANAGEMENT

SEMESTER 2

[4Credits: 30 Hrs. Session]

REFERENCE BOOKS AUTHOR / PUBLICATION Edition and year
Financial Management : Theory & Practice Eugene F Brigham & Louis C. Gapenski The Dryden Press 5th 1996
Financial Management and Policy, 10e James C Van Horne Prentice Hall, India 2001, 12th
Corporate Finance: Theory & Practice Aswath Damodaran John Wiley & sons 2001, 2nd
Financial Management : Theory and Practice, 4e Dr. Prasanna Chandra Tata McGraw Hill 9th 2004
Financial Management I M Pandey Tata McGraw Hill 7th 2008
Financial Management, 6th Edition Ravi M. Kishore, Taxmann's 2008
Financial Management: Test & Problems M Y Khan and P K Khan Tata McGraw Hill 2008, 5th

Detailed Syllabus

Unit-1

Introduction to Financial Management : Objectives Functions and Scope Evolution
interface of financial management with other functional areas environment of corporate
finance.

Financial markets & Institutions : Financial Markets functions and classifications of
financial markets money market forex market government securities market capital
market derivatives market international capital markets participants : Financial

Institutions, development of financial institutions, insurance companies, investment
institutions, mutual funds, commercial banks, non banking financial companies, housing
finance companies, foreign institutional investors, regulatory authorities, RBI,
SEBI, IRDA.

Unit-2

Sources of Long-Term Finance : Equity capital and preference capital debenture capital

term loans and deferred credit government subsidies sales tax sales tax deferrals and exemptions
leasing and hire-purchase-new instruments.
Raising Long-term Finance : Venture Capital, initial public offering, public issue by listed companies,
rights issue, preferential allotment, private placement, term loans.

Introduction to Risk and Return : Risk and Return concepts risk in a portfolio context
relationship between risk and return-CAPM and dividend capitalization model.

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Unit-3

Time value of Money : Introduction types of cash flows future value of a single cash

flow, multiple flows and annuity present value of a single cash flow, multiple flows and

annuity, growing annuity, perpetuity and growing perpetuity.

Valuation of securities : Concept of valuation bond valuation equity valuation :

dividend capitalization approach and ratio approach valuation of warrants and convertibles.

Unit-4

Cost of Capital : Concept and importance cost of debenture term loans equity capital

and retained earnings calculation of weighted average cost of capital weighted marginal

cost of capital schedule.

Basics of Capital Expenditure Decisions : The process of capital budgeting basic

principles in estimating cost and benefits of investments appraisal criteria : discounted

and non-discounted methods (pay-back period average rate of return net present value

benefit cost ratio- internal rate of return).

Unit-5

Analysis of Project Cash Flows : Cash flow estimation identifying the relevant cash

flows cash flow analysis replacement, cash flow estimation bias evaluating projects

with unequal life adjusting cash flow for inflation.

Current Developments

Cases and Exercises

Faculty will be handling seven or more cases / exercises as per the suggested schedule :

- . Financial Management at Bajaj Auto
- . Modi Rubber Vs. Financial Institutions
- . Essar Steel : Defaulting on Debt Repayment
- . Reliance Petroleum s Triple option convertible debentures (A)
- . Reliance Petroleum s Triple Option Convertible Debentures (B)
- . Cost of Capital at Ameritrade
- . Valuing Sify s Acquisition of India World

Suggested Schedule of Sessions

Topic No. of sessions Risk analysis and optimal capital expenditure decisions 2
Cases on risk analysis and optimal capital expenditure decisions 1 Financial For
ecasting 2 Leverage 2 Capital Structure Theories 2 Capital Structure Policy 2 Ca
ses on capital structure theories and capital structure policy 2 Dividend policy
2 Cases on dividend policy 1 Estimation of working capital needs 2 Inventory ma
nagement 2 Receivables management 2 Cases on working capital management, invento
ry management andreceivables management 2 Financing Current Assets 2 Financial S
tatement Analysis 1 Treasury Management and Control 2 Current Developments 1 Tot
al Sessions 30

[Code 510] MARKETING MANAGEMENT

SEMESTER 2

[4Credits: 30 Hrs. Session]

Objective

To equip students with basic concepts and practices of modern marketing and provide a basis for understanding different marketing processes, analyzing opportunities, buyer behavior, and selecting target markets.

To provide a platform for a holistic view of the marketing function, with an introduction to creation of value, building satisfaction and delight.

To understand the importance of products / services offering and distribution channels of the marketing mix.

REFERENCE BOOKS AUTHOR / PUBLICATION EDITION & YEAR Marketing Management : Analysis, Planning, implementation and control, 11e (millennium edition) Philip Kotler Prentice Hall, India Mentioned already
Marketing Management Planning, implementation and control, 11e (Millennium Edition) V. S. Ramaswamy and S. Namakumari Mac Milan India Limited Mentioned already
Basics of Marketing Etzel, M., Walder, B. Stanton, W Publisher : McGraw Hill 13 edition (June 2, 2004) Marketing Management Tapan K Panda, Excel Books Indian Edition edition (2008)

Detailed syllabus

Unit-1

Introduction : Marketing Definition of marketing management marketing concepts evolution of marketing marketing mix, marketing challenges for the 21st Century.

Micro Environment : The company suppliers intermediaries customers competitors, public.

Macro Environment : Demographic, economic, natural government intervention in natural resource management political environment cultural environment.

Global Environment : WTO Basis for international trade and multi-national investment
operating in more than one national environment : challenges involved differences in
micro and macro environment : bridging the international gap.

Unit-2

Consumer markets and buyer behavior : A Buyer behavior perspective characteristics
affecting consumer behavior consumer buying roles types of buying decision behavior
the buyer decision process the buyer decision process for new products.

Industrial Markets : Special characteristics of industrial markets, importance of selling
for an industrial marketer, business buying behavior.

Unit-3

Segmenting & Targeting : Levels of segmentation patterns of segmentation
procedures for marketing segmentation requirements of effective segmentation market
targeting evaluation and selecting target markets, focusing and niching mass
customization.

Positioning : Competitive differentiation concept of positioning positioning as strategy

communicating your positioning strategy, positioning by usage, by user, by product benefit etc.

Building customer satisfaction : Through quality, service and value defining customer
value and satisfaction delivering customer value and satisfaction retaining customers
CRM.

Unit-4

Product Decisions : Product classifications individual product decision product
mix decisions product line decisions.

Developing new products : New product development processes challenges in
developing new products consumer adoption process for new products.

Life cycle strategies: Product life-cycle stages in PLC brand life cycle marketing
strategy.

Unit-5

Marketing of services : Basic concepts and issues nature and characteristics of service

marketing strategies for service firms international services marketing person,
place
and idea marketing, strategies throughout PLC.

Distribution and channel decision : Nature of distribution channels channel desi
gn and
modification decisions physical distribution and distribution cost analysis, cha
nnels the
middlemen the wholesaler retailing evolution, types of retailing telemarketing,
retailing the supplier market the multichannel system the supermarket mail order
transportation warehousing inventory management.

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Cases

Introduction to marketing

. Grove Fresh ltd

Buyer Behavior perspective

. Unilever s Real Beauty campaign for dove

Segment and targeting

. BMW s company of Ideas campaign : Targeting the Creative Class

Positioning

. Cielo A car in trouble

Building Customer satisfaction

. Cabo San Viejo : Rewarding Loyalty

Developing new products

. New product development at the schwan food company innovation through communication

Marketing of services

. Eurail Group GIE : Marketing rail travel in Europe

Product decisions

. Faculty will identify appropriate cases

Life cycle strategies

. Faculty will identify appropriate cases

Suggested Schedule of Sessions

Topic No. of sessions

Introduction 2

Micro environment 1

GMlaocbraol eennvviirroonnmmeenntt 11 Consumer markets and buyer behavior (including case discussion) 2 Industrial marketing 2 Segmenting (including case discussion) 2 Targeting 2 Positioning (including case discussion) 2 Building customer satisfaction (including case discussion) 2 Product decisions (including case discussion) 2 Developing new products (including case discussion) 2 Life cycle strategies 3 Marketing of services (including case discussion) 2 Distribution and channel decisions 4 Total 30

[Code 510] HUMAN RESOURCE MANAGEMENT

SEMESTER 2

[4Credits: 30 Hrs. Sessions]

REFERENCE BOOKS AUTHOR / PUBLICATION EDITION & YEAR Personnel / HumanResource Management David A Decenzo & Stephen P Robbins Prentice-Hall, India 2006, 9th Human Resource Management Gary Dessler, Prentice Hall, India 2007, 11th Human Resource Management Michael R Carrell, Nobert Felbert & Robert D Hatfield Prentice Hall 6th Managing HumanResources Bohlander & Snell, southwestpub 2006, 14th Human Resource Management, 7e John M Ivancevich TMH 2009, 11th Managing HumanResources, 5e Wayne F Cascio TMH 2005, 7th Cases & Exercises in Human Resource Management, 6e George E Stevens Irwin / McGraw-Hill, 1996 1991, 5th Human Resource Management Micheal Armstrong Kogan Page 2006, 10th Human Resources and Personnel Management-Text andCases K Aswathappa Tata Mcgraw Hills 2007, 5th The Brave New World of her Human Resource Management in the Digital Age (2006) Edited by Hal G. Guental and dianna L Stone, San Francisco : Jossey Bass March 2005 Human Resource Management (2006) Jyothi, P and Venkatesh, D. N. Oxford; Oxford University Press November 2005

Detailed syllabus

Unit-1

Introduction to HRM : Definition concepts History of HRM importance of HRM role of HR Executives HRM Functions-Challenges of Human Resource Management new challenges for HR Executives structure and organizational chart of HR Department.

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Unit-2

Human Resource Management at Work : Line Vs. Staff Authority Globalisation and its

impact on HR IT Systems and HR.

Job analysis and design : Concept of job analysis and design methods of job analysis

job description job specification modern management techniques : job rotation job

enlargement job enrichment.

Managing the dejobbed world, competency mapping

Unit-3

Human Resource Planning (HRP) Definition need and importance of HRP process of HRP

levels and types of HRP forecasting demand for employees balancing supply and

demand considerations HRP model.

Unit-4

Recruitment and selection process : Definition and concept of recruitment factors

affecting recruitment sources of recruitment information technology and HR recruiting

on the net. Methods and techniques of recruitment recruitment policies.

Selection process Person job fit person organization fit elements of selection process

steps in the selection procedure various types of tests selection interview methods

and process (including reference check and medical examination) placement and induction

competency testing systems. Performance and Potential Appraisal : Concept objectives of performance appraisal

the appraisal process traditional methods and modern methods of appraisal (including

MBO, 360 degree, assessment centre, balance scorecard, etc.) appraisers, manager /

supervisor, self, subordinate, peer team and customer pitfalls in performance appraisals

Potential appraisal.

Unit-5

Employee training and management development : Importance and objectives

distinction between training and development types of training and development

training need analysis systematic approach to training and development evaluation of

training.

Cases:

. Human Resource Management : Best Practices in Infosys Technologies

. Recruitment and selection

. Employee training and development at Motorola

. Leadership development at Goldman Sachs

Suggested Schedule of Sessions

Topic No. of sessions Introduction to HRM & HRM at work (including case discussion) 4 Job analysis and design 4 Human Resource Planning (including case discussion) 4 Recruitment & Selection (including case discussion) 4 Test, interviews, placement and induction (including case discussion) 5 Performance and potential appraisal (including case discussion) 5 Employee training and management development 4 Total 30

[Code 511] SUMMER TRAINING

