

**Executive MBA Degree
(Part Time)**

Duration – Two Years Part Time

**Programme Structure
And
Curriculum & Scheme of Examination
2017**

AMITY UNIVERSITY
RAJASTHAN

MBA – Executive Part-Time Programme Structure

FIRST SEMESTER

Course Code	Course Title	Lecture (L) Hours Per Week	Tutorial (T) Hours Per Week	Practical (P) Hours Per Week	Total Credits
MEM 101	Marketing Management	3	1	-	4
MEM 102	Computers in Management	3	1	-	4
MEM 103	Quantitative Techniques in Management	3	1	-	4
MEM 104	Organizational Behaviour	3	1	-	4
MEM 105	Accounting for Managers	3	1	-	4
MEM 106	Managerial Economics	3	1	-	4
MEM 160	Management File - I	-	-	-	6
	TOTAL				30

SECOND SEMESTER

MEM 201	Human Resource Management	3	1	-	4
MEM 202	Management Information Systems	3	1	-	4
MEM 203	Marketing Research	3	1	-	4
MEM 204	Financial Management	3	1	-	4
MEM 205	Production & Operations Management	3	1	-	4
MEM 206	Corporate Policies & Practices	3	1	-	4
MEM 260	Management File - II	-	-	-	6
	TOTAL				30

THIRD SEMESTER

MEM 301	Total Quality Management	3	1	-	4
MEM 302	Strategic Management	3	1	-	4
MEM 303	Behavioural & Allied Sciences	3	1	-	4
MEM 360	Project Work - I	-	-	-	5
ELECTIVE - I: Choose total 12 Credit Units from following					
Human Resource Management					
MEM 304	Management of Change & Organizational Development	3	1	-	4
MEM 305	Performance Appraisal & Potential Evaluation	3	1	-	4
Insurance					

MEM 306	Principles & Practice of Insurance	3	1	-	4
MEM 307	Enterprise Resource Planning	3	1	-	4
MEM 308	Risk, Underwriting & Claims	3	1	-	4
Finance					
MEM 309	Management of Financial Institutions	3	1	-	4
MEM 310	Advance Corporate Finance	3	1	-	4
MEM 311	Project Management & Control	3	1	-	4
	TOTAL				29

FOURTH SEMESTER

MEM 401	Corporate Governance	3	1	-	4
MEM 402	Environment Management	3	1	-	4
MEM 460	Project Work - II	-	-	-	6
ELECTIVE - II: Choose total 12 Credit Units from following					
Human Resource Management					
MEM 403	Compensation Management	3	1	-	4
MEM 404	Recruitment Selection & Retention	3	1	-	4
MEM 405	Industrial Relations & Labour Laws	3	1	-	4
Insurance					
MEM 406	Risk Management & Reinsurance	3	1	-	4
MEM 407	Actuarial Science (Concept & Implementation)	3	1	-	4
MEM 408	Insurance Products (Personal & Commercial)	3	1	-	4
Finance					
MEM 409	Equity Research & Portfolio Management	3	1	-	4
MEM 410	Management of Financial Services	3	1	-	4
	TOTAL				26

MARKETING MANAGEMENT

Course Code: MEM-101

Course Objective:

The objective of this course is to introduce the basic concepts of marketing and to develop a feel of the marketplace.

Course Contents:

- Introduction to basics of Marketing, Marketing Management and Selling function.
- Evolution of Marketing, Marketing Concepts – Product Concept, Production Concept Selling Concept, Marketing Concept and Societal concept..
- Understanding the Critical role of marketing in organisation and society
- Marketing research & Consumer Behaviour, the stages of buying process, the buying decision making process and post purchase behaviour.
- Market measurement and sales forecasting
- Market Planning
- Segmentation, meaning, Need for segmentation Bases of segmentation
- Product: Meaning, Types, features of product and services. Product Line, Product mix, Product policy, Product Life cycle.
- Product Management: Branding, Packaging and trade mark decision,
- Pricing: Method of pricing, New product pricing strategies, adopting prices according to market requirements and responding to various market price changes
- Promotion: Meaning, Types of Promotion, Advertising, Publicity and Personal Selling, Media decisions, Advertising Management, Sales Promotions, Role of Public relations and Publicity, Direct Marketing, and Personal selling, role of internet marketing, emerging communication trends
- Distribution: Meaning, Channels of Distribution, Roles played by intermediaries, Factors to be considered while selecting intermediaries.
- Total Quality Management

Examination Scheme:

Component Codes	C/H/P/V/Q	CT	A	EE1
Weightage (%)	10	15	5	70

Text & References:

Text:

- *Marketing Management, Ramaswamy, VS & Nam*
- *Marketing Management: Vivek Singh*
- Student Study Material (SSM)

References:

- Text book: Principles of marketing by Philip Kotler PHI publications 11 th edition

COMPUTERS IN MANAGEMENT

Course Code: MEM-102

Course Objective:

The objective of this subject is to provide conceptual knowledge of the information technology to the present and future Managers. This subject highlights the topics like Database management, Networking, Internet, E-Commerce etc., which can help managers to take routine decisions very efficiently.

Course Contents:

Module I: Fundamentals of computers:

Computer System-IPO Cycle, I/O Devices, Memory management, Software and types of software.

Module II: Computer Networks:

Components, Classification & Type, Advantages, Disadvantages, Limitations of each, LAN Concepts in details

Module III: Internet Technology:

Internet Technologies: Introduction to internet & intranet , Basis concepts of internet, DNS, Protocols, Services of internet, Technology behind internet.

Module IV: E-Commerce: Introduction:

E-com Technologies, Applications.

Module V: DBMS: Introduction:

Need, Components, Benefits over file system, Classification & Types, Advantages, Disadvantages & Limitations of each.

Module VI: ERP: Introduction, Scope & Benefits:

Implementation Methodology, Success Factors, Pitfall, Management concerns.

Module VII: Introduction to IS Security:

The IS Security Environment, IS Security Governance

Management Control: Security Policy, Enterprise Security Architecture, Security Planning & Accreditation.

Examination Scheme:

Component Codes	C/H/P/V/Q	CT	A	EE1
Weightage (%)	10	15	5	70

Text & References:

- Management Information System, O. Brien
- Student Study Material
- Computers in Management, Monika Jena

QUANTITATIVE TECHNIQUES IN MANAGEMENT

Course Code: MEM-103

Course Objective:

The aim of this course is to develop understanding of various mathematical and statistical models and optimization techniques used for decisions making in management.

Course Contents:

Module I: Introduction

Application of Statistics in Business & Management; Basic Concepts of Statistical Studies: Population, Variable and Parameter, Sample; Classification of Data; Introduction to SPSS, SAS and other Statistical Software Packages. Diagrammatic & Graphical Presentation of Data: Bar Diagram, Histogram, Pie – Diagram, Frequency Polygons, and Ogives.

Module II: Summary Statistics

Measures of Central Tendency: Arithmetic Mean, Weighted Mean, Median and Mode. *Measures of Dispersion:* Range, Average Deviation, Standard Deviation, Variance and Coefficient of Variation.

Module III: Forecasting Techniques

Simple Correlation & Regression Analysis, Time Series Analysis- Trend Analysis, Cyclical Analysis, Seasonal Analysis, Irregular Variation

Module IV: Probability & Testing of Hypothesis

Introduction of Probability Theories, Concepts, Addition & Multiplication Theorems, Probability Distributions, Sampling & Sampling Distribution, Null Hypothesis & Alternative Hypothesis, t-test, F-test, Non-parametric Tests (χ^2 Test)

Module V Decision Theory

Decision Theory: Introduction of Decision Theory, Decision Environments, Decision Making under Uncertainty- Maximax, Maximin, Minimax, Regret & Laplace Criterion, Decision Making under Risk- EMV & EOL.

Module VI: Linear Programming

Introduction of Operations Research, Scope and Models in Operations Research, Introduction of Linear Programming, Formulation of LPP, Solution of LPP- Graphical Method & Simplex Procedure, Duality. Introduction of Transportation Problems, Procedure of finding optimal solution, Assignment Problem & its solution.

Examination Scheme:

Component Codes	C/H/P/V/Q	CT	A	EE1
Weightage (%)	10	15	5	70

Text & References:

Text:

- Quantitative Techniques: C.R. Kothari
- Student Study Material (SSM)
- Quantitative Techniques: Arun Sharma

References:

- London N.P., Linear Programming, Tata McGraw-Hill
- Gupta S.P.& Gupta M.P. 1995, Business Statistics, 10th Ed. Sultan Chand & Sons
- Kapoor V.K. 1997, Operations Research, 5th Ed. Sultan Chand & Sons
- Sharma J.K. 1997, Operations Research: Theory & Application, Mac Millan India Ltd.
- Gupta S.P., Statistical Techniques, Sultan Chand & Sons
- Grobner D.F. & Shannon P.W., Essential of Business Statistics: A Decision Making Approach, MacMillan College Publishing Co.
- Fleming M.C. & Joseph G.N. 1996, Statistics for management, 2nd Ed. Prentice Hall of India
- Allen R.G.D. 1997, Mathematics Analysis for Economics, AITBS Publishers & Distributors

References:

- Rajaraman, V. 1998, An Introduction to Computers, Prentice Hall of India.
- Nagpal, 1999, Computer fundamentals, Wheeler Publishing, New Delhi.
- Bhatnagar, S.C. and Ramani, K.V., Computers and Information Management.
- Hunt and Shelly. 1994, Computers and Commonsense, Prentice Hall of India.
- Manuals for Ms-Office, Excel, MS -Word, MS – Access, FoxPro
- Mansfield. 1994, Compact Guide to MS - Office, BPB Publications.

ORGANIZATIONAL BEHAVIOUR

Course Code: MEM-104

Course Objective:

To enhance understanding of dynamics of individual and groups behavior within the organization and facilitate individual development to introspect, diagnose and deal effectively with the issue related to human behavior in the organization.

Course Contents:

Module I: Evolution of Management Thought and Functions of Management

Module II: Overview of Organizational Behavior

Module III: Introduction to Self and Management

The transactional Analysis

Managing and Manager

The emerging challenges of Management

Schools of Management

Module IV: Individual

Learning

Perception

Personality and Attitude

Conflict Management

Motivation and Job Performance

Module V: Individual in the Group

Group Dynamics and Process

Teams

Leadership - Theories, Styles

Communication Skills and Interpersonal Process

Power and Politics

Module VI: Individual in the organization

Organization Culture and core values

Organizational change and Organizational Development (OD)

Examination Scheme:

Component Codes	C/H/P/V/Q	CT	A	EE1
Weightage (%)	10	15	5	70

Text & References:

Text:

- Human Relations and Organisational Behaviour, Mr. R.S. Dwivedi
- Organisational Behaviour, Mr. Sanjay Srivastava
- Student Study Material:

References:

- Barat, N. 1998, Emerging issues in Management, Excel Books, India.
- Greenberg, J. & Baron, R.A. 1993, Behaviors in Organizations, Allyn and Bacon, Boston.
- Mainiero, L. A. & Tromley, 1994, Developing Managerial Skills in Organizational Behavior, Exercises, Cases and Readings, Prentice Hall International.
- Ramnarayan, S. & Rao, R.M. 1996, Managerial Dilemmas : Cases in Organizational Behaviour, Tata McGraw – Hill India.
- Robbins, S.P. 1983, Organizational Theory : The structure and design of organizations, Prentice Hall International.
- Robbins, S.P. 1999, Organizational Behavior, Prentice Hall of India.
- Schermerhorn, J.R. Jr.; Hunt, J.G. & Osborn, R.N. 1985, Managing Organizational Behaviour, John Wiley & Sons.
- Srivastava, S. 2000, Organizational Behavior, Galgotia.
- Tosi, H.L. Rizzo, J. R. & Carrol, S. J. 1998, Organizational Behavior : A Comprehensive Manual, Beacon Books.

ACCOUNTING FOR MANAGERS

Course Code: MEM-105

Course Objective:

The Objectives of the course are:

To develop an understanding of the importance, language and techniques of Financial, Cost , Management Accounting and Capital Budgeting.

To develop skills for preparation and analysis of financial statements.

To develop an understanding of cost classification, allocation and how the costing techniques are useful in the process of managerial decision making

Course Contents:

Module I: Final Accounts

Bank Reconciliation Statement, Financial Statements and their Nature, Preparation of Manufacturing, Trading and Profit & Loss Account and Balance Sheet - Matching of Revenue (AS 9) & Expenses, Fixed Assets (AS 10), Depreciation (AS 6& and other related adjustments

Module II: Company Accounts

Issue of Shares & Debentures and their Redemption, Form and Contents of Financial Statements with reference to Indian Companies (Schedule VI)

Module III: Financial Statement Analysis

Financial Ratio Analysis, Liquidity, Activity, Capital Structure, Profitability Ratios, Funds Flow statement and Cash Flow Statement (AS 3)

Module IV: Cost Accounting

Elements of Cost Classification and Allocation, Cost Sheet, Methods of Inventory Valuation (AS 2)

Module V: Management Accounting

Emergence of Management Accounting, Marginal Costing and Cost Volume Profit Analysis, Budgeting & Variance Analysis

Examination Scheme:

Component Codes	C/H/P/V/Q	CT	A	EE1
Weightage (%)	10	15	5	70

Text and References:

Text:

- Accounting for Managers , T.S. Grewal
- Accounting for Managers, Gurinder Singh
- Students Study Material (SSM)

References:

- Williamson, D. 1999, Cost and Management Accounting, Prentice Hall of India.
- Martindalef W.G. 1997, Financial Accounting, Juris Publication.
- Banerjee, A. 2000, Financial Accounting, Excel Books.
- Chadwick, L. 1995, The Essence of Financial Accounting, Prentice Hall of India.
- Sikdar, P.K. 1999, Advanced Cost & Management Accounting, Viva Publications.

MANAGERIAL ECONOMICS

Course Code: MEM-106

Course Objective:

To familiarize the students with theoretical concepts of the Economic Analysis so that they can use these as inputs in managerial decision making process. Emphasis would be laid on the understanding of key economic variables both at micro and macro level, which influence the business operations, and strategies of the firm and the business environment under which they operate both in national and global perspective.

Course Contents:

- Nature & Scope of Managerial Economics
- An Analysis of the objectives of business firms and basic principles
- Profit maximization model sales maximization models, Marns model of managerial enterprise
- Williamson's model of managerial discretion
- Demand analysis nature & determinants of demand
- Concept of the elasticity of Demand and its application
- Demand forecasting - Need & Techniques of forecasting
- Production analysis
- Cost concepts
- Cost and output relationship, long run, Short run
- Supply function, elasticity of supply
- Pricing and output decisions
- Models of oligopolistic market
- Specific pricing problems - Fundamental affecting pricing decision
- Investment Analysis Techniques
- Linear Programming
- Games theory & Strategic behavior

Examination Scheme:

Component Codes	C/H/P/V/Q	CT	A	EE1
Weightage (%)	10	15	5	70

Text & References:

Text:

- Managerial Economics : J.R. Evans / M. Adhikary
- Managerial Economics: S.K. Laroia
- Student Study Material (SSM)

References:

- Managerial Economics, Gupta G S, Paul Samuel, V L Mote
- Managerial Economics, Prentice Hall of India – Dean Joel
- Managerial Economics – Mithani D M

HUMAN RESOURCE MANAGEMENT

Course Code: MEM 201

Course Objective:

The objective of this course is to familiarize students with the concept of Human Resource Management and its significance in the overall effectiveness and efficiency of the organization in today's competitive business environment. This will build up on the earlier studied subjects of Organisational Behaviour and Principles and Practices of Management.

Course Contents:

Module I: Introduction to Human Resource Management

Fundamentals of HRM, Purpose and Role of HRM, HR policies, Changing Role of HR.

Module II: Meeting Human Resource Requirements

Job design, Job Analysis, Job Description, Job Specification, Job Enrichment

Module III: Human Resource Planning

What, Why, How, Who, When, Where of Human Resource Planning

Module IV: Recruitment and Selection

Recruitment, Sources of Recruitment, Selection Process, Methods – Interview, Tests, Placement and Induction

Module V: Performance Appraisal

Appraising performance, Potential Appraisal, Design and Implementation PA system, Career Development

Module VI: Training and Development

Methods of Training and Training Techniques, Development & Evaluation of Training Programmes

Module VII: Compensation Management

Compensation principle and Management, Rewards and incentive systems, Relationship performance and compensation.

Module VIII: Industrial Relations

Overview of Industrial relations, Industrial Harmony and Laws, Union - Management Relations, Industrial disputes and settlement

Examination Scheme:

Component Codes	PCP1	H1	H2	EE1
Weightage (%)	10	15	15	60

Text & References:

Text:

- Human Resource Management, V S P Rao
- Human Resource Management, Sharma
- Student Study Material (SSM)

References:

- Fischer, Shaw – HRM
- Aswathappa (TMH) – HR & P.M – Text & Cases
- Gomez Mezia, Balkin (PHI) – Managing HR
- R.S. Dwivedi – P.M in Indian Scenario
- Bhatia & Nirmal Singh – Principles & Techniques of personal management
- Managiang Human Resources
- Gary Desler – HRM

MANAGEMENT INFORMATION SYSTEM

Course Code: MEM 202

Course Objective:

This course aims at enabling students to analyse information requirements for better managerial decision making. It will also equip them to utilize Information Technology (IT) for designing and developing prototype management information system for an organization.

Course Contents:

Module I

Introduction of MIS: Meaning & Role, organization structures, Business Process, Systems Approach, Management Levels & MIS

Module II

Decision Making Process: Programmed & Non- Programmed, Strategic & project Planning for MIS, Models of Decision Making different types of IS: MIS , DSS, ESS. MIS and the information Concepts

Module III

System Concepts, Handling system complexity MIS and system concepts, need for system analysis, SSAD, MIS and System Analysis.

Development of MIS, Ascertaining the Class of information, Management of quality in MIS, MIS: the factors of success and failure.

Module IV

Enterprise Management System (EMS) , EMS and MIS , MIS Service industry, choice of IT and MIS.

Examination Scheme:

Component Codes	PCP1	H1	H2	EE1
Weightage (%)	10	15	15	60

Text & References:

Text:

- Management Information Systems, O. Brien
- Management Information System, B.G. Gupta
- Student Study Material

References:

- Management Information System , W.S Jawadekar, Tata Mc Graw Hill Publication.
- Management Information System, David Kroenke, Tata Mc Graw Hill Publication.
- MIS: - Management Perspective, D.P.Goyal, Macmillan Business Books.
- MIS and Corporate Communications,Raj K. Wadwha, Jimmy Dawar, P.Bhaskara Rao, Kanishka Publishers.
- MIS: - Managing the digital firm, Kenneth C.Landon, Jane P. Landon, Pearson Education.

MARKETING RESEARCH

Course Code: MEM 203

Course Objective:

Present day market is competitive, dynamic and volatile and managers are required to take decisions in the fast changing environment. Unlike in the past, managers cannot take decisions based on the experience and hunch, rather decision must be based on scientifically collected and rationally analysed information.

This course in marketing research aims at familiarizing students with the methods and techniques of data collection, data analysis and utilization of information so collected for effective decision making. Besides the course work students are also required to undertake a marketing research project as a part of their project work.

Course Contents:

Module I: Introduction to Marketing Research

Nature and Scope of Marketing Research

Definition of Marketing Research

Marketing Research Vs Marketing Information system

Current Trends in Marketing Research

Scientific Research vis-à-vis Marketing Research, Marketing Research Process

Module II: Problem Formulation and Research Design

Problem Formulation, Objectives , Hypotheses and Information Needs

Types of Research Designs- Exploratory, Descriptive, and Experimental Research Design.

Module III: Measurement and Scaling Techniques

Four Levels of Measurement-Nominal, Ordinal , Interval and Ratio.

Ranking and Rating Scales

Attitude Measurement Techniques

Reliability and Validity in Measurement

Module IV: Methods of Data Collection

Secondary Data: Evaluation, Sources

Primary Data: Observation, Questionnaires- designing, pre-testing, administration, Choice of Survey Method- Personal Interviewing, Mail/ e-mail, Telephone etc.

Data Collection Procedures- Field Procedures, Art of Interviewing

Module V: Sampling Design;

Some Basic Terms -Population, Sample, Census, Sampling Unit, Sampling Frame, Sampling Error, Bias

Advantages and Limitations of Sampling

Sampling Types: Probability Sampling- Simple random Sampling, Stratified random Sampling, Systematic Sampling , Cluster Sampling, and Multi-stage Sampling; Non-Probability Sampling – Accidental Sampling, Convenience Sampling, Judgemental Sampling, Quota Sampling, Snow-ball Sampling

Sample-size determination

Module V: Data Processing and Analysis

Editing, Coding, and Tabulation

Testing of Hypotheses- “t”, Z, X² and ANOVA

Module VI: Selected Application of Marketing Research

Sales Analysis and Forecasting

Advertising Research

New Product development and Test Marketing

Module VII: Report Writing

Examination Scheme:

Component Codes	PCP1	H1	H2	EE1
Weightage (%)	10	15	15	60

Text & References:

Text:

- Marketing Research, V S P Rao /Nargundkar
- Marketing Research, Mathur
- Student Study Material (SSM)

References:

- Paul E. Green, Donald D.Tull and Gerald Albaum: Research For Marketing Decisions, Fifth Edition, Prentice Hall Of India
- Harper W Boyd, Ralph Westphal and Stanley F Stasch: Marketing Research—Text and Cases, Latest Edition, Richard D Irwin, Inc.
- Naresh K. Malhotra: Marketing Research—An Applied Orientation, Third Edition, Pearson Education Asia (Indian edition)

FINANCIAL MANAGEMENT

Course Code: MEM 204

Course Objective:

The objective of this course is to develop among students of an understanding of various aspects of financial decisions of a firm and of various financial tools used in taking these decisions. The course also aims at familiarizing students with the financial environment in which organizations operate and how they cope with it.

Course Contents:

Module I: Overview and Introduction

Overview of Financial Environment and Financial Management - Functions, Objectives, Financial decision making and changing role of finance function.

Module II: Valuation of Securities

Time Value of Money, Risk and Return concepts, Financial and Operating Leverage

Module III: Financing Decisions

Capital Structure - Theories, Optimum Capital structures, Indifference Point, Cost of Capital theories and Marginal Cost of Capital

Module IV: Capital Budgeting

Estimation of Cash Flows, Techniques for capital Budgeting decisions, Capital Rationing and Risk Analysis in Capital Budgeting

Module V: Working Capital Management

Factors Influencing Working Capital Policy, Operating Cycle Analysis, Financing of Working Capital, Management of Inventories, Cash & Marketable Securities and Receivables

Module VI: Dividend Policy Decisions

Factors influencing dividend decision and theories

Examination Scheme:

Component Codes	PCP1	H1	H2	EE1
Weightage (%)	10	15	15	60

Text & References:

Text:

- Essentials of Financial Management: I M Pandey
- Financial Management: Alka Munjal
- Student Study Material:

References:

- Damodaran, A. 1995, Corporate Finance: Theory and Practice, 1st Ed., Wiley & Sons.
- Pandey, I.M. 1999, Financial Management, 8th Ed., Vikas Publishing House
- Brearly, R. A. and Myers, S. C. 1996, Principles of Corporate Finance, 4th Ed., Tata McGraw Hill
- Pike, R and Neale, B. 1998, Corporate Finance and Investment: Decisions and Strategies, Prentice Hall of India
- Van Horne, J.C. 1995, Financial Management and Policy, 10th Ed., Prentice Hall of India.
- Rustagi, R.P. 1999, Financial Management: Theory, Concepts and Problems, Galgotia Publishing Company.
- Chandra, P. 1999, Financial Management: Theory and Practice, 4th Ed., Tata McGraw Hill.

PRODUCTION & OPERATIONS MANAGEMENT

Course Code: MEM 205

Course Objective:

The aim of this course is to develop understanding of the strategic and operational issues in the operational/manufacturing environment of an organization and the various decisions involved the operational activities and the methods by which best possible alternative decision can be taken.

Course Contents:

Module I: Introduction

An overview of POM and Transformation Process in Manufacturing and service units

Module II: Production/capacity Planning

Planning and Designing the products/services, Designing the facility location and layout, Selection and Management of Product Technology, Long-range Capacity Planning.

Module III: Operating Decisions

Planning Production Schedules, Aggregate Planning and Master Production Scheduling, Inventory Planning, Materials and Capacity Requirement Planning, JIT Manufacturing, Planning and Scheduling Services Operations.

Module IV: PPC and TQM

Controlling the Operations for Productivity, Quality and Reliability, Quality Control, Total Quality Management, Maintenance Management, Improving the Operations Process, Linear Programming, Value engineering, PERT/CPM

Examination Scheme:

Component Codes	PCP1	H1	H2	EE1
Weightage (%)	10	15	15	60

Text & References:

Text:

- Production and Operations Management: S.N. Chary
- Production and Operations Management: R.C. Manocha
- Students Study Material:

References:

- Brown S., Lamming R., Bessant J. and Jones P. 2000, Strategic Operations Management, 1st Ed. Butterworth Heinmann
- Krajewski L.J. & Ritzman L.P. 1996, Operations Management: Strategy and Analysis, 4th Ed. Addison-Wesley
- Slack, Chambers, Hardland, Harrison, Johnston 1995, Operations Management, Pitman Publishing
- Waters D. 1996, Operations Management: Producing goods and services, Addison-Wesley
- Dilworth J.B. 1992, Operations Management, McGraw-Hill International Editors
- Lee S.M. & Schniederzans M.J. 1997, Operations Management, 1st Ed. All India Publishers & Distributers
- Haksever, Render, Russell & Murdick 1990, Service Management and Operations, 2nd Ed. Prentice Hall International, Inc.
- Adam E.E., Jr and Ebert R.J. 1997, Production and Operations Management: Concepts, Models and Behavior, 5th Ed. Prentice Hall of India.
- Buffa E.S. and Sarin R.K. 1994, Modern Production Operations Management, 8th Ed. John Wiley & Sons.

CORPORATE POLICIES AND PRACTICES

Course Code: MEM 206

Course Objective:

The aim of the course is to familiarize students with:-

- The principles of management and their relevance in business.
- Strategic analysis of various industries.
- Impact of environment on strategy.
- Strategic analysis.
- Difference between traditional and contemporary business management.
- Globalization.
- Ethical issues.
- Corporate vigilance.

Course Contents:

Module I: Introduction

Introduction to planning, evolution of strategic Management, Concept of Corporate Strategy, Patterns of Strategy Development, levels of Strategy.

Module II: Role of environment on strategy

Change in business environment consequent to economic reform, industrial policy, trade policy, macro reform, MNC's role, financial services, private sector, Strategy and Technology

Module III: Mission, Vision and Business Definition

Module IV: Strategic Analysis

Environmental Threat and Opportunity Profile (ETOP), Industry Analysis, Strategic Advantage Profile (SAP), Competitor analysis, market analysis, environmental analysis and dealing with uncertainty, scenario analysis and SWOT Analysis. Industrial structural analysis

Module V: Globalization and Ethical issues and their impact on strategy

Concept of Multinational, Global, International, Transactional companies. The role of global village concept in strategy formulation. An introduction to corporate ethics, Why firms should make ethical choices, Global market research strategy.

Examination Scheme:

Component Codes	PCP1	H1	H2	EE1
Weightage (%)	10	15	15	60

Text & References:

Text:

- Business Policy and Strategic Management: Azhar Kazmi
- Corporate Policies: S Seth
- *Student Study Material:*

References:

- Pearce John 'A & Robinson R.B, 1997, Strategic Management : Strategy Formulation and Implementation, 3rd Ed., A.i.T.B.S. Publishers & Distributors
- Regular reading of all latest Business journals : HBR, Business World, Business India, Business Today
- Ramaswamy and Namakumari, 1999, Strategic Planning : Formulation of corporate strategy text and cases, 1st Ed. Macmillan India Ltd.,
- Jausch & Glueck, 1988, Business Policy and Strategic Management, 5th Ed., McGraw

TOTAL QUALITY MANAGEMENT

Course Code: MEM 301

Course Objective:

The aim of this course is to develop understanding of the strategic Total Quality Management (TQM), its implementation and philosophy. The students will also be familiarized with the change management through TQM

Course Contents:

Module I: Introduction to Quality

Quality concepts, nature of product quality and to study various approaches and methods to Software Quality.

Module II: Growth of TQM

Gurus and contributions, teaching and comparison.

Module III: MBNQA Model, PDCA, IDEAL, CMM, CMMI, KAIZEN, SIX SIGMA Models

Explanation of models, review of award models, review of popular International Models like ISO, SPC Tools, 7 QC Tools,

Module IV: TQM and culture

Organizational change management through TQM and its relationship with culture, morale, Resistance to change, barriers to TQM.

Examination Scheme:

Component Codes	PCP1	H1	H2	EE1
Weightage (%)	10	15	15	60

Text & References:

Text:

- Total Quality Management: Sundaram Rao
- Total Quality Management: Mahesh Sharma
- Student Study Material:

References:

- Wankulu C.A., 1994, TQM: A Road Map, Tata-McGraw Hill India
- Ahluwalia J.S. Lt. Gen. – Editor, 1997, Total Quality Management, Tata-McGraw Hill India
- Crosby P., 1990, Let us Talk Quality, Penguin Publications
- Davenport S., Kimberly & Others, 1996, Focused Quality, John Wiley Sons Inc.
- Oakland, J. S. 1997, TQM: Text with Cases, Butterworth - Heinmann

STRATEGIC MANAGEMENT

Course Code: MEM 302

Course Objective:

Aim is to provide the basic understanding of Strategic Management, its process and develop the thinking skill of the students and practicing Managers. The course has been designed to develop a framework of first gathering relevant information, scrutinizing, and prioritizing key tasks to be pursued to achieve desired objectives. The whole idea is to develop a thought Manager.

Course Contents:

Module I: Introduction to Strategic Management

Nature of Strategy and Strategic Management, Levels of Strategy

Module II: Strategic Management

The Strategic Position, Strategic Choices, Strategy into action

Module III: Strategy Development Process in Organisation

Strategic Planning Systems, Strategic Leadership

Module IV: Strategic Analysis

Analysis of Environment, The Pestel Frame work, Impact of Environmental influences, Scenarios, Sources of Competition, The five forces frame work, Market Segmentation and Understanding what customers WANT, Internal Analysis of Assets and Capabilities, Resources and Strengths, Stake holder expectations and organizational purposes, Preparing the SWOT Matrix

Module V: Strategic Choices

Basic Strategic Choices, Strategic Alternatives, various models – BCG, GE, Nine cell Matrix, Hofer's model, Strickland's Grand Strategy selection Matrix, Basis of Choice, Strategic evaluation and selection

Module VI: Strategic Implementation

Organisation Structure and Design, Resource allocation and Design, Managing Strategic changes – Types of Strategic Change, Role of Change process

- Strategic Synthesis, Real life situations
- Competitive Strategic, The thinking of Michel Porter

Case studies (1) Asia's top 20 competitive corporations and their strategies
(2) Indian corporations like Reliance, Ranbaxy, Sundaram Fastners etc., and Strategic Management processes will be discussed

Examination Scheme:

Component Codes	PCP1	H1	H2	EE1
Weightage (%)	10	15	15	60

Text & Reference

Text:

- Exploring Corporate Strategy: Gerry Jhonson, Kevan Scholes

References:

- Pearce John A & Robinson R B, 1977, Strategic Management : Strategy Formulation and Implementation, 3rd Ed., A.I.T.B.S. Publishers & Distributors.
- Aaker David Strategic Market Management, 5th Ed., John Wiley and sons
- Regular reading of all latest Business Journals : HBR, Strategist, Busienss World, Business India, Business Today.
- Porter Michael, Competitive Advantage: Creating and sustaining superior performance, Free press.
- Thomson & Strickla d, Business policy and Strategic management, 12th Ed., PHI.
- Munjal, A. Cases and readings in Strategic Management, ABS Handbook.

BEHAVIOURAL AND ALLIED SCIENCE

Course Code: MEM 304

Course Objective:

This course helps in Understanding and finding your 'self', realize the importance of love, respect, believe and above all accepting your 'self', control your internal and external environment, build the crucial skill for successful human relationship and unhealthy behaviours which is hazardous and unproductive for organisational health and effectiveness.

Course Contents:

Understanding Self
Self Esteem
Attitude
Emotional Intelligence
Effective Listening
Behavioural Adjustments
Stress Management
Coping Strategies

Examination Scheme:

Component Codes	PCP1	H1	H2	EE1
Weightage (%)	10	15	15	60

Text & References:

- Student Study Material (SSM)
- Behavioural Science: Abha Singh, Rajni Arya

MANAGEMENT OF CHANGE & ORGANIZATIONAL DEVELOPMENT

Course Code: MEM 304

Course Objective:

The aim of this course is to develop an understanding of the meaning, characteristics and processes of Organisational Development and Change Management

Course Contents:

Module I: Overview of Organisational Development

Definition and implementation of Organisational Development

History, values and beliefs in OD

Role of change Manager and factors affecting change

Module II: OD Interventions

Overview

Interventions designed at following levels

Individual

Dyads / Triads

Team & Groups

Inter – Group relations

Total Organisation

Structural Intervention

Consultants – Client Relationship

Module III: Managing OD process

Diagnosis

Anticipating & Forecasting

Action Components

Program Management

Action Research

Module IV: Change Management

Understanding Change

Factors causing change

Nature of Planned Change

Anticipating and Forecasting

Models and techniques involved in change

Guide line for facilitating change Management

Module V: Managing and Implementation of Change

Changing Value

Understanding of Culture

Resistance to Change - Sources and Management

Implementation of Change – Planning, Monitoring, Adaptation and Feedback

Examination Scheme:

Component Codes	PCP1	H1	H2	EE1
Weightage (%)	10	15	15	60

Text & References:

Text:

- Organisational Development (Sixth Edition), Wendell L. French / Cecil H. Bell, Jr.
- *Management of Change and OD, Col. D.K. Shandilya*
- Student Study Material:

References:

- Chottopadhyay .S. & Pareek .U.- Managing Organization Change , Oxford & IBH Publishing Co Ltd.

- Gautam Vinay Sheel – Organizational Development
- Luthans Fred – Organizational Behaviour
- Prasad Kesho – Organizational Development for Excellence
- Pareek .U . & Rao T. V. -Designing & Managing H.R. System ,Oxford & IBH Publishing Co , New Delhi.
- Pareek .U. - Making Organization Roles Effective , Tata McGraw Hill , New Delhi.
- Ravishanker . S. & Mishra .R.K.-O.D in Public Enterprises for 1900's , Vision Books Pvt Ltd.
- Schein E.H. - Process Consultation : Its Role In Organizational Development.
- Ramanarayan S, Rao T.V & Singh Kuldeep - O.D – Interventions & Strategies,
- Response Books.
- Waclawski & Church - OD - a data driver approach to Org.change,
- Jossey Bass Publications

PERFORMANCE APPRAISAL AND POTENTIAL EVALUATION

Course Code: MEM 305

Course Objective:

The objective of this course is to apprise students of the significance and essential aspects of effective appraisal in an organization for optimizing performance. The students will develop an understanding of the requirements and installation of a PA system and performance management.

Course Contents:

Module I: Overview of Performance Appraisal System

Holistic approach to performance management
Performance Appraisal: past and the future
HRD and performance Appraisal
Employee motivation and needs
Planning performance and role clarity
360 degree and self appraisal
Indian experience in performance Management
Biases and problems in appraisal

Module II: Process of Performance Appraisal

Designing Performance Appraisal System and formulating Appraisal policies and procedures
Introducing and implementing Performance Appraisal system
Methods of appraisal-Contemporary and modern methods
Measuring Performance Appraisal and post review Discussion/ Analysis
Competency mapping and potential Appraisal
Performance feedback, coaching and counseling

Module III: Performance Management in Application.

Performance Management and Development
Performance management and pay
Emerging concerns/ issues in performance management

Examination Scheme:

Component Codes	PCP1	H1	H2	EE1
Weightage (%)	10	15	15	60

Text & References:

Text:

- Performance Appraisal and Potential Evaluation, Surendar Kumar
- Student Study Material

References:

- Baldwin Kieran: Managing Individual Performance.
- Armstrong Michael and Berron Angela (Jaico) :Performance Management.
- Fisher M, Performance Appraisal.
- Rao TV, 360 Degree Feedback.
- Rao Pareek, Redesigning PA System
- N Milkovich, Compensation.

PRINCIPLES & PRACTICE OF INSURANCE

Course Code: MEM 306

Course Objective:

This course is designed to introduce students to the principles of insurance. Students will become familiar with the basic concepts of insurance, introductory and advanced topics in risk management, legal principles, property and liability insurance, life and health insurance, employee benefits, social insurance, and functional and financial operations of insurers.

Course Contents:

Module I: Risk and Insurance

Concept of Risk: Meaning of Risk, Classification of Risk, Risk Management.
Functions and Benefits of Insurance

Module II: Legal Principles

The Law of Contract

Definition

The Law of Agency

Definition, How Agency Arises, Authority of Agents, Duties Owed by Agent to Principal, Duties Owed by Principal to Agent, Termination of Agency.

Module III: Principles of Insurance

Insurable Interest, utmost Good Faith, Proximate Cause, Idemnity, Contribution, Subrogation.

Module IV: Structure of Hong Kong Insurance Industry

Types of Insurance Business, Size of Industry, Insurance Intermediaries, The Hong Kong Federation of Insurers.

Module V: Regulatory Framework of Insurance Industry

Regulation of Insurance Companies in Hong Kong:

Insurance Companies ordinance, Code of Conduct for Insurers, Guidelines of Complaint Handling, Insurance Claims Complaints Bureau.

Regulation of Insurance Intermediaries in Hong Kong:

Roles and Responsibilities of Insurance Agents and Brokets, The Code of Practice for the Administration of Insurance Agents.

Module VI: Ethical and Other Related Issues

Insurance Intermediaries Duties to policyholders, Protection of Personal Data, Issues Regarding Equal Opportunity, Prevention of Corruption, Prevention of Insurance Frud.

Module VII: Travel Insurance

Introduction, Travel Insurance Agents, Basic Features of Travel Insurance, Documentation, Insured Trip, Rating and Underwriting, Personal Accident Benefits, medical Expenses, hospital Benefit, Emergency Services, Baggage and personal Effects, Baggage Delay, Personal Liability, Travel Delay, Loss of Deposit or Cancellation of Trip, Curtailment of Trip, Limitations and Exclusions, Claims, Beneficiaries, Miscellaneous General Provisions, Handling of Contingencies.

Examination Scheme:

Component Codes	PCP1	H1	H2	EE1
Weightage (%)	10	15	15	60

Text and References:

- Principles of Insurance IC-01 : Insurance Institute of India
- Practice of general Insurance IC-11 : Insurance Institute of India

RISKS, UNDERWRITING AND CLAIMS

Course Code: MEM 308

Course Objective:

This course Aim is to introduce student to the concept and application of systematic risk identification and measurement. Concept of Risk Control and Evaluation of various risk control option. Second part of the course is to Introduce students to the principles and practice of insurance, including an examination of the main type of Insurance policies currently available to develop an understanding of the use of insurance as an effective risk management tool.

Course Contents:

Module I: Risk

Introduction and type of Risk, Classification and handling of Risk, The cost of Risk – retention and transfer

Module II: Underwriting Practice

Acceptance of New Business, New Business Procedure, Renewal Procedure, Reinsurance Practice, Risk Inspection, Risk Management, Indian Institute of Insurance and Risk Management (I.I.I.R.M.), Customer Service, Practice in the U.K., Practice in the U.S.A.

Module III: Rating - Premium

Tariff rating, Market Agreements, Physical and Moral Hazard, Premium, Short Period Scales, Advance Payment of Premium, Relaxation

Module IV: Claims

Preliminary Procedure, Investigation and Assessment, Surveyors & Loss , Assessors, Claims Documents, Arbitration, Limitation, Settlement, Loss Minimisation and Salvage, In House Settlement, Practice in U.K., Practice in USA.

Module V: Investment And Accounting

Investment, Guidelines in force on 31.3.1995 earlier to Malhotra Committee Recommendation, Accounting, Reserves for Outstanding claims, Unexpired Risk Reserves, Other Reserves, General Ledger, The Trial Valance, Revenue Account, The Balance Sheet, Returns Database on Computer

Module VI: Life and Non Life Insurance

Differentiation of various procedure in underwriting claims

Examination Scheme:

Component Codes	PCP1	H1	H2	EE1
Weightage (%)	10	15	15	60

Text & Reference:

- Insurance Product : Haliyoke

ENTERPRISE RESOURCE PLANNING

Course Code: MEM 307

Course Objective:

Today Enterprise comprises of various stakeholders, such as employer, partners, customers and managing them is the key factor. Today enterprise is better known as extended enterprise and this course gears towards familiarizing the various components of Ext. Enterprises such as ERP, KM, CRM, SCM, business intelligence etc.

Course Contents:

Module I

What is Enterprise Management?, Components of Enterprise Management, ERP – A Manufacturing Perspective, ERP Modules and their Benefits, ERP Implementation Life Cycle, Role of Vendors, Consultants and Users, ERP Market and Future Directions

Module II

Knowledge and Management, Drivers of Knowledge Management, Classifying Knowledge, Implementing Knowledge Management, Aligning KM and Business Strategy, Knowledge Management Platform, Knowledge Management Tools

Module III

Understanding Supply Chain and its Drivers, Planning in Supply and Demand in Supply Chain Planning and Managing Inventories in a Supply Chain, Transportation, Network Design and IT in Supply Chain, E-Business and Supply Chain, Business Intelligence and Some Solutions

Module IV

What is CRM and its Power?, The Customer Service/Sales Profile and Management of it Choosing Your CRM Strategy, Tools for Capturing Customer Information, Service-Level Agreements, CRM on Internet, Enterprise Application Integration

Examination Scheme:

Component Codes	PCP1	H1	H2	EE1
Weightage (%)	10	15	15	60

Text & References:

Text:

- Enterprise Resource Planning, Alexis Leon
- Enterprise Resource Planning, Concepts and Practice by Vinod K. Garg and N. K. Venkitakrishnan

References:

- Knowledge Management Toolkit, Amrit Tiwana
- Knowledge Management, Enabling Business Growth by Ganesh Natarajan and Sandhya Shekhar
- Supply Chain Management, Strategy, Planning, and Operations by Sunil Chopra and Peter Meindl
- Customer Relationship Management, Kristin Anderson and Carol Kerr
- Secrets of Customer Relationship Management, James G. Barnes

MANAGEMENT OF FINANCIAL INSTITUTIONS

Course Code: MEM 309

Course Objective:

The aim of the course is to familiarise students with the financial infrastructure in the country. The course will particularly cover the following aspects.

Role of Financial institutions in the economic development

The working of financial intermediaries and the norms governing them in India

International Banking

The basic principles in commercial Bank

The working of Developmental Financial Institutions

Course Contents:

Module: I Introduction

Financial institutions and economic development, Money Market, Capital Markets, Commodities Market, Trading System in India and International Market, Derivative Trading – Future , Options , Swaps and recent developments.

Module II: Financial intermediaries

Understanding Financial Intermediaries- Commercial Banks, Central Banks, Cooperative Banks, Banking system in USA & India, International Banking, Banking Operations, Retail and Wholesale Banking, Near Banks, Bank assurance, Universal Banking, NBFC's

Module III: Norms & Practices in the Banking Industry

Principles of Lending, Study of Borrowers, Balance Sheet Analysis, Project Appraisal Criteria, Marketing of Bank Services, Prudential Norms- Narsimhan Committee Recommendations, Performance Analysis of Banks, Regulatory Institutions RBI & SEBI, Banking Innovations, Basle Committee Recommendations, CAR- Risk Weighted Assets and Risk Based Supervision, Asset Liability Management in Commercial Banks

Module IV: Developmental Financial Institutions

Role of Developmental Banks in Industrial Financing, Resource Mobilization of Developmental Banks, Project Evaluation by Developmental Banks.

Module V : Insurance Institutions

Role of Insurance companies in Industrial Financing, Life insurance & General insurance, New developments in insurance as a sector in the Indian financial system

Examination Scheme:

Component Codes	PCP1	H1	H2	EE1
Weightage (%)	10	15	15	60

Text & References:

Text:

- Management of Financial Institutions: L.M. Bhole

ADVANCE CORPORATE FINANCE

Course Code: MEM 310

Course Objective:

At the end of the course, the students should be able to understand Indian accounting Standards and the impact of US GAAP on Financial Statements.

To create an understanding of the accounting, legal and tax implications of Mergers & Acquisitions, leasing & hire purchase.

The students should be able to demonstrate an understanding of the tax provisions enabling them to make use of legitimate tax shelters, deductions, exceptions, rebates and allowances; with the ultimate aim of minimising the corporate tax liability.

To give an overview of wealth tax provisions pertaining to companies (from a users perspective)

To create an awareness of VAT and how the scheme is going to have an impact on the existing sales tax system.

Course Contents:

Module I: Accounting Norms

Overview of various Accounting Standards in India & comparison with International Accounting Standards & U.S. GAAP

Module II: Accounting for Services

Accounting for Leasing (AS19) & Hire Purchase, Accounts of banking and insurance Companies

Module III: Reconstruction of companies

Valuation of goodwill and shares , Accounting for Internal Reconstruction & Reorganization, Mergers & Acquisitions- Accounting for Amalgamation and External Reconstruction , Liquidation of Companies.

Module IV: Recent Developments in Accounting

An Introduction to Human Resource Accounting & Inflation Accounting

Module V: Basic Concepts

Introduction to Income Tax Act , 1961., Residential Status , Exempted Incomes of Companies An overview of various provisions of Business & profession & Capital gains – applicable to companies

Module VI: Assessment of Companies

Computation of taxable income, MAT , Set off & carry forward of losses in companies, Deductions from Gross total income applicable to companies, Tax planning with reference to new projects/expansions/rehabilitation plans including mergers, amalgamation or de-mergers of companies, Concept of avoidance of double taxation.

Module VI: Wealth Tax

An overview of wealth tax provisions to the extent applicable to companies

Module VII: Indirect Taxation

An overview of Sales Tax (VAT)

PROJECT MANAGEMENT & CONTROL

Course Code: MEM 311

Course Objective:

The objective of the course is to make the students familiar with the planning, analysis, selection, implementation and review the capital expenditure investments with special reference to infrastructure projects. The aim is to acquaint the student with the application of mathematical and statistical tools for analyzing managerial problems in order to arrive at a decision w.r.t. the capital investment. They shall be exposed to fundamental optimization procedures and techniques, which are used in Project Management.

Course Contents:

Module I: Planning of Projects

Overview and Resource Allocation Framework, Generation and Screening of Project Ideas, Project Identification, Formulation and Nature of Projects with emphasis on infrastructure projects.

Module II: Analysis of Projects

Project Design and Network Analysis, Preparation of Detailed Project Report, Market and Demand Analysis, Technical Analysis, Financial Analysis, Environmental Impact Analysis

Module III: Selection of Projects

Estimation of Project Cash Flows, Appraisal Criteria, Analysis of Risk, Complex Investment Decisions under Inflation, Capital Rationing, Mathematical Programming Models for Project Selection, Social Cost Benefit Analysis, Options and Flexibility

Module IV: Project Financing and Implementation

Project finance options and Financial Institutions, Forms of Project Organization, Human Aspect of Project Management, Pre-requisites of Successful Implementation, Budgeting & Cost Estimation, PERT-CPM Scheduling and Resources Allocation & Leveling

Module V: Project Review and Control

Cost & Time Control, Performance Evaluation, Project control systems under Management Control

Module VI: Project Evaluation

Evaluation of Projects for further Recommendations, Impact analysis, Project Auditing, Project Termination and Abandonment Analysis

Examination Scheme:

Component Codes	C/H/P/V/Q	CT	A	EE1
Weightage (%)	10	15	5	70

CORPORATE GOVERNANCE

Course Code: MEM 401

Course Objective:

To develop significance and relevance of values and ethical conduct in governance.
To highlight the concept of corporate social responsibility and performance evaluation of Board of Directors
To acquaint students with relevant committees and their recommendations in respect of effective governance.

Course Contents:

Module I: Overview of Corporate Governance

Corporate Governance, Social Responsibility, ethics and Dimensions

Module II: Board of Directors (BoD)

Major players in Corporate Governance, Role of BoD, Legal aspects and liabilities

Module III: Functions of the Board

Duties of the BoD, Committees of the Board, Cadbury Report, Green bury report, CII's recommendation

Module IV: Code of Corporate Governance

What is a code, Why a code, Value of a code in Indian environment

Module V: Corporate Governance - A question of Ethics

Understanding values, Values and organization, Conveyance of values, Ethics and Ethos, Values and Corporate Governance, Economic, Legal and ethical Analysis

Module VI: Evaluation - A tool for Improved Corporate Governance

Why Evaluation ?, Feed back cycle in a Board, Implementing Evaluation process, Conducting Boards performance evaluation

Examination Scheme:

Component Codes	C/H/P/V/Q	CT	A	EE1
Weightage (%)	10	15	5	70

Text & References:

Text:

- Corporate Governance, Surendar Kumar
- Student Study Material (SSM)

References:

- Business & Society: By Carroll and Buchhally
- Corporate Citizenship: McIntosh, Leipziger, Jones & Coleman
- Corporate Crisis Management: S. Shiva Ramu
- (Challenges for Survival)
- Report of the Committee on the
- Financial Aspects of Corporate Governance, Cadbury, Sir Adrian
- Managing the Future: Drucker, Peter F,
- "Corporate Governance, The new Paradigm": Gopalswamy N.
- The Ethics of Management: Hosmer, Larue Tone
- Making Board Effective: Zander

ENVIRONMENTAL MANAGEMENT

Course Code: MEM 402

Course Objective:

The aim of this course is to develop the understanding of the strategic decision in going for Environmental Management and to sensitize organizations/individuals about the role of environment engineering, principles and methods. The course exposes to the ISO 14000 Standards.

Course Contents:

Module I: Introduction

Introduction to environmental management.

Module II: ISO 14000 Standards

Explanation, use, other related auditing standards

Module III: Industry application and Environmental Hazards

Case studies, Evaluation of 18

Examination Scheme:

Component Codes	PCP1	H1	H2	EE1
Weightage (%)	10	15	15	60

Text & References:

- Environmental Management, Mr. Bala Krishnamoorthy

COMPENSATION MANAGEMENT

Course Code: MEM 403

Course Objective:

Compensation & reward system are key contributors to organization effectiveness. In this course students will learn how system operates to attract, retain and motivate competent work force. Further students will gain to assess and diagnose compensation management, issues and problems.

Course Contents:

Module I: Overview of Compensation Management

Wage and Salary Administration – Nature, Importance, Philosophy, Objectives, Compensation Management – Nature, Importance, Philosophy, Objectives, Factors influencing Compensation Management, Wage Concepts, Role of various parties – Employees, Employers, Unions & Government, Overview of Legislations affecting Compensation.

Module II: Developing Compensation Programs – Job Examination

Basic systems – Time wage, Piece wage, Incentives, Wage Payments & Total Salary Structure, Compensation Surveys, Retrieving, Manipulating and Analyzing Compensation Data, Developing Competitive Compensation Programs, Developing Salary Structures.

Module III: Variable Compensation

Principles of reward strategy, Perquisites, Bonuses & Incentives – Scope and Process, Ethical consideration, Social Security, Sharing Productivity gains with employees, Gain sharing, Team based pay, The Role of Compensation in Sales force success.

Module IV: Pay for Performance

Merit Pay and Performance Appraisal, Performance based rewards, Performance Criteria Choices, and Competency Mapping & Developing Performance Matrix, Performance based Compensation Schemes.

Module V: Retention Management

Absenteeism, Turnover, retention of HR, Importance of retention, Retention Determinants, Retention Management Process, Retention interventions.

Examination Scheme

Component Codes	P-1	C-1	CT-1	EE
Weightage (%)	10	10	20	60

Text & References:

Text:

- Compensation, Milkovich & Newman

References:

- The Art of HRD, Job Examination & Remuneration, Volume – 7 Frans Poets
- The Art of HRD, Reward Management, Michael Armstrong Helen Murlis
- Compensation in Organization, Sara Rynes, Gerhart (Jossey BASS)
- The New Pay, Linking Employee & Organization Performance, Schuster, P.Zingheim (Jossey-Bass)
- Employee Reward, Michael Armstrong, University Press

RECRUITMENT, SELECTION AND RETENTION

Course Code: MEM 404

Course Objective:

The course focuses on the core concepts and methods in Recruitment and Selection, an analysis of various assessment procedures for use in selecting and promoting staff, and evaluation of recruitment and selection system. In addition the changing nature of labor force and managements response to challenges encountered in today's human resource arena will be examined in this course.

Course Contents:

Module I: Human Resource Requirements

Job Analysis, Job Description, Job Specification, Job Evaluation, Job Analysis in a Jobless World, Recruitment, Recruitment needs, Recruitment process, Recruitment methods, sources of recruitment and advantages of external source of recruitment. Information Technology and HR: Recruiting on the Internet. The Global Talent Search

Module II: Employee Selection

The Selection Process Employees Planning and Forecasting, Basis Selection Model: The Decision Theory Approach, Developing and Using Application Forms: The Application Blank

Module III: Selection Testing

Basic Testing Concepts Psychological Testing: An Asset in Selection & the Critical Overviews, The Psychometric Testing with special reference to:

- FIRO – B
- BELBIN
- MBTI
- TAT, Interviewing Candidates

Module IV: Training: Aims, Contexts, Choices and Dynamics

Training, Training Strategy, Culture and Other Contexts, Overview of the Training Process, the Training System, Training Centers and Like Institutions

Module V: The Training Process in Action

Establishing the Objectives and Preparing the Partners, Designing the Program, Training Methods, Developing the Group and the Climate, Trainers and Training Styles, Post- training support for Improved Performance at Work, Examination of Train

Examination Scheme:

Component Codes	PCP1	H1	H2	EE1
Weightage (%)	10	15	15	60

Text & References:

Text:

- Blum, M.L. & Naylor, J.C. 1984, Industrial Psychology, CBS publishers and distributors.
- Dessler, G. 1997, Human Resource Management, Prentice Hall of India.
- Srivastava, S. 1999, Recruitment, Selection & Retention, ABS Course pack.
- Wexley, K & Lathan Gary, 2002, Developing & Training HR in Organization. P.Hall.

References:

- Barat, N. 1998, Emerging issues in Management, Excel Books, India.
- Greenberg, J. & Baron, R.A. 1993, Behaviours in Organizations, Allyn and Bacon, Boston.
- Kanungo, R.N. & Mendonca M. 1994, Work Motivation models for developing countries, Sage Publications, India.
- Luthans, F. 1998, Organizational Behaviour, McGraw – Hill International.
- Ramnarayan, S. & Rao, R.M. 1996, Managerial Dilemmas: Cases in organizational behaviour, Tata McGraw-Hill, India.
- Potts, Michael 1998, A-Z of Training & Development, Kogan Page

INDUSTRIAL RELATIONS AND LABOUR LAWS

Course Code: MEM 404

Course Objective:

To familiarize students with the concepts, institutions and approaches to Industrial Relations and Labour Laws with a view to enable them to acquire skills and knowledge of effectively dealing with unions and promotion of harmonious relations

Course Contents:

Module I: Industrial Relations

Overview of Industrial Relations in India

Understanding impact of Globalisation on Industrial Relations Environment

Module II: Trade Union Movement in India

Growth of Trade Union during pre and post Independence period.

Laws relating to Trade Unions

Industrial Disputes and Machinery for their settlement

Module III: Labour Management Co-operation

Concept of Labour Management Co-operation

Workers participation in Management

Collective Bargaining

Grievance Resolution

Module IV: Managing Employee Discipline

Understanding Discipline and causes of indiscipline

Disciplinary Action

Suspension and Dismissal

Module V: Labour Laws

Essentials, Basics of various important provisions of Labour Law.

Industrial Dispute Act, 1947

Payment of Wages Act, 1936

Industrial Employment Standing Order Act, 1946

Employees Provident Fund Act,

Employees State Insurance Act, 1948

Minimum Wages Act, 1936

Contract Labour Act

Examination Scheme:

Component Codes	PCP1	H1	H2	EE1
Weightage (%)	10	15	15	60

Text & References:

Text:

- Industrial Relations & Labour Laws (4th revised Edition) : Srivastava
- Industrial Relations & Labour Laws, Sunil Bakshi
- Student Study Material:

References:

- Swaminathan and C.S. Venkata Ratnam (eds) Globalisation & Labour Management Relations in South Asia
- Management of Human Resources – Oxford University Press – 2000.
- Mamoria CB : Dynamics of Industrial Relations, Himalaya Publishing House
- Srivastava SC : Industrial Relation and Labour Laws, Vikas, Delhi – 200 Fourteen Revised Edition
- Venkata Raman CS :Personnel Mgt & Human Resources

EQUITY RESEARCH & PORTFOLIO MANAGEMENT

Course Code: MEM 409

Course Objective:

This course aims at providing a clear understanding of the changing domestic and global investment scenario in general and Indian capital market in particular with reference to availability of various financial products and operations of stock exchanges. Important theories, techniques, regulations and certain advancements in theory of investment will be covered with an aim of helping the participants make sound investment decisions both in the context of individual security and portfolio investment.

Course Contents:

Module I: Environment of Investment

Process of Investment in Financial Assets, Salient Features & Operations of Stock Exchanges, Trading Arrangements, Changing Scenario of Indian Stock Market with Emphasis on Transparency, Efficiency of Indian markets.

Module II: Setting the Objectives

Risk and Return in the Context of Portfolio, Common Stock Valuation Models, Term Structure of Interest Rates, Risks in Fixed Income Securities, Macaulay's Duration.

Module III: Security Analysis

Fundamental Analysis – Economic & Industry Analysis, Concept of Business Cycles, Indicators of Economic Prosperity, Industry Analysis, Company Analysis, Company Valuation, Technical Analysis.

Module IV: Portfolio Construction & Optimization – Modern Portfolio Theory

Markowitz's Risk-Return Optimization, Generating the Efficient Frontier, Single-Index Model, Capital Asset Pricing Model, Motivation for Partitioning of Risk, Arbitrage Pricing Theory,

Module V: Portfolio Performance Evaluation & Revision

Managed Portfolios and Performance Evaluation - Sharpe's, Treynor's, Jensen's and Fama's Performance Measures, Portfolio Revision - Portfolio Re-balancing and Upgrading, Mutual Funds and their Portfolio Management Schemes.

Module VI: Advancements in Theory of Investment Management

Redington's Immunization, Derivatives - Payoff patterns of elementary options and possibilities of increased diversification.

Examination Scheme:

Component Codes	PCP1	H1	H2	EE1
Weightage (%)	10	15	15	60

Text & References:

Text:

- Chandra, P. 2002, Investment Analysis, Tata McGraw Hill

References:

- Bhalla, V.K. 2001. Investment Management: Security Analysis & Portfolio Management, S. Chand and Company, 8th Ed.
- Fischer, D.E. and Jordan, R.J. 1995, Security Analysis & Portfolio Management, Prentice Hall of India
- Fuller, R. J. and Farrel, J.L. 1987, Modern Investment & Security Analysis, McGraw Hill International.
- Sharpe & Alexander, Investments, Prentice Hall of India
- Francis, J.C. 1987, Investments, McGraw Hill International.
- Avdhani V.A. 1994, Security Analysis & Portfolio Management, Himalaya
- Elton, E.J. and Gruber, M.J. 1996, Modern Portfolio Theory and Investment Analysis, John Wiley & Sons.
- Barua, S.K., Raghunathan, V. and Verma, J.R. 1992, Portfolio Management, Tata McGraw Hill

- Hull, J.C. 1995, Introduction to Futures & Options Markets, Prentice Hall, Eaglewood Cliffs, New Jersey.
- Obaidullah, M. 1988, Stock Markets: Theories & Evidence
- Graham, Benjamin, 1973, The Intelligent Investor, Harper & Row Publishers, Inc., 4th Ed., New York.

MANAGEMENT OF FINANCIAL SERVICES

Course Code: MEM 410

Course Objective:

The aim of the course is to familiarize students with::

Role of Financial Services in producing and maximizing value.

Understanding basic Financial Services and their need

Factors determining dynamism in the Financial Services industry

Understanding the interface of regulators and managers for quantifying and dealing with critical factors affecting the Financial Services industry.

Course Contents:

Module I: Introduction

Financial services and Value production, Value added in Financial Services, ROI in Financial Services, Elements in the Financial Services value chain, Role of Financial Services in Economic Development

Module II: Merchant & Investment Banking

Meaning, Importance & Role of financial services in Indian Financial System, Corporate Counselling, Project Counselling And Appraisal, Loan Syndication And Accessing Debt and Capital Markets, Procedural Aspects Of Public Issues, Bought Out Deals, Book Building, Pre-Issue Decision; Post Issue Management And Related Provisions Of Companies Act And SEBI Guidelines For Protection of Interests of Investors.

Module III: Leasing Hire Purchase and Consumer Credit

Development of Leasing, Hire Purchase and Consumer Credit, Types Of Leasing, Pricing Methodology And Financial Analysis, Taxation, Legal Framework For Leasing And Hire Purchase Companies, Leasing vs. Buying-NPV, Securitization

Module IV: Venture Capital Financing

International Experiences In Venture Capital Financing, Venture Capital Financing In India, Pitfalls To Be Avoided.

Module V: Mutual Funds

Mutual Funds types, Organization and Management, Regulations of Mutual Funds

Module VI: Other Financial services

Factoring Services - Features, Merits and Demerits, Cost Benefit Analysis

Forfeiting – Features, Merits and Demerits

Credit Rating: Concept Of Credit Rating, Types Of Credit Rating, Advantages And Disadvantages Of Credit Rating, Credit Rating Agencies And Their Methodology And Process, Individual Credit Rating, Sovereign Credit Rating Practices, Indian Experience upto now.

Housing Finance

Module VII: Non Resident Investment

Significance and Role of Foreign Investment, Policy for FDI, FII's, GDR's/ADR's and FCCB's, guidelines on issue of International Financial instruments i.e. GDR's/FCCB

Examination Scheme:

Component Codes	PCP1	H1	H2	EE1
Weightage (%)	10	15	15	60

Text & References:

Text:

- Management of Financial Services: M. Y. Khan
- Management of Financial Services: Alka Munjal
- Student Study Material

References:

- Chandra, P. 1999, Financial Management: Theory and Practice, 4th Ed., Tata McGraw Hill.
- Pandey, I.M. 1999, Financial Management, 8th Ed., Vikas Publishing House
- Sriram, K. 1996, Handbook of Leasing, Hire Purchase and Factoring, ICFAI.
- Regular reading of the Financial & Business Journals, Analyst, Economist is essential.
- Dietrich J Kimball, 1996, Financial Services & Financial Institutions, Value Creation in theory and Practice, 10th Ed., Prentice Hall
- Bhole L M, 2000, Financial Institutions and Markets: Structure, Growth & Innovations, 3rd Edition, Tata McGraw Hill

RISK MANAGEMENT AND REINSURANCE

Course Code: MEM 406

Course Objective:

This course Aim is to introduce student to the concept and application of systematic risk identification and measurement. Concept of Risk Control and Evaluation of various risk control option. Second part of the course is to Introduce students to the principles and practice of insurance, including an examination of the main type of Insurance policies currently available to develop an understanding of the use of insurance as an effective risk management tool.

Course Contents:

Module I: Introduction

Risk and uncertainty, subjective attitudes to risk Acceptable risks versus unacceptable risk classification of risk. The cost of risks, Handling cost, Loss cost , Private and social Cost, Handling of risks. Avoidance, Risk Retention ,Reduction and Transfer.

Module II: Practice of Risk Management

Risk Management process and administration, Risk identification, Perception ,Organisation Chart, I/O analysis, operative causes. Risk reduction and control , Loss reduction Measure ,Education and Training Contingency Planning. Risk avoidance. Statistical methods and probability concepts.

Module III: Process and Technique

- (i) Risk Analysis :- Nature of risk and human behavior, fundamental statistical analysis.
- (ii) Risk retention and control- discuss hazards and risk, major area of control and measures.
- (iii) Risk Transfer
- (iv) Corporate risk management – function, importance. Characteristics and developing tools. Influence factors.

Module IV: Risk Inspection

Need of Inspection and PML calculation

Module V: Reinsurance

Need of Reinsurance, Method of Reinsurance, various treaties, Facultative arrangement, Stop Loss arrangement.

Examination Scheme:

Component Codes	PCP1	H1	H2	EE1
Weightage (%)	10	15	15	60

Text & Reference:

Text:

- Against the gods Bernstein, Peter L Wiley, John & Sons, Inc
- Beyond value at risk Dowd, Kevin Wiley, John & Sons, Inc

References:

- Fundamentals of risk and insurance, Vaughan, Emmett J and Vaughan, Therese M.Wiley, John & Sons, Inc
- International risk and insurance, Skipper, Harold D, McGraw-Hill
- Dictionary of Insurance Terms, Harvey W. Rubin /

ACTUARIAL SCIENCE

Course Code: MEM 407

Course Objective:

Product pricing through rate making is one the essential functions of insurance companies. Product pricing should reflect expenses and investment income of the insurance company and also the insurance risk. This course aims at developing an understanding among students of how to arrive at correct pricing of product so that financial viability of the company is not put to risk. In the same context, the course also focuses on transferring the risk to other insurance companies through reinsurance.

Course Contents:

Module I: Introduction

Understanding mathematical basis of Life Insurance. Concept of Actuary, Balancing Returns with Solvency of an Insurance Company, Use of Actuary in other areas

Module II: Mortality Tables

Using Time Value of Money and Probability along with Mortality and Morbidity Tables for Product Pricing. Determining Premiums.

Module III: Balancing returns with solvency

Generating and Measuring returns, balancing the profit motive with concern of safety Protecting Solvency. Conservative and aggressive financial strategies.

Module IV: Asset - Share Models

Asset share models Approaches to measuring product profitability. Assumptions of Asset share models and / models and effects of changes in product assumptions.

Module V: Elements of Product Pricing

Pricing for Insurance and Annuity Products, Setting premiums for term life insurance one year long term and whole life Pricing universal and variable universal life insurance. Pricing annuities to account for benefit cost premium for health insurance. A group insurance pricing effects of Reserve strength on Solvency and Profitability Reserves for life insurance annuities and health insurance Policy reserves calculations for tax purposes

Examination Scheme:

Component Codes	PCP1	H1	H2	EE1
Weightage (%)	10	15	15	60

Text and References:

Text:

- Conant. S. Desoutter, N.L. Long, D.L. and Mac Grogan, R 1996. Managing for Solvency and Profitability in Life and Health Insurance Companies. LOMA

References:

- Workman, L.C., 1995, Mathematical Foundations of Life Insurance, LOMA
- Conference Papers of “National Conference on Privatization of Insurance Sector Corporate Challenges and Strategies”. November 2001, IMSAR. M.D. University.

INSURANCE PRODUCTS (PERSONAL & COMMERCIAL)

Course Code: MEM 408

Course Objective:

The course will provide an understanding of the basic concepts and principles of life insurance, its functions and benefits. Besides product pricing method, the broad features of individual and group products, social security schemes, reinsurance etc.. will help students develop and understanding of different facets of life insurance. The course also provides understanding of policies of health, property and assets insurance.

Course Contents:

Module I: Individual Plans / Products

Salient features of plans of individual insurance – Term Assurance Plans. Whole Life Plans. Endowment Plans, Combination of Whole Life and Endowment Plans. Children’s Plans, Annuity Plans, Keyman Insurance etc.,

Module II: Personal Insurance

Principle of Health Insurance. Health Insurance Products, Group Insurance Products Pension Policies, Personal Accident Policy, Motor Vehicle Policy., Home Insurance, Office Insurance, Travel Insurance

Module III: Fire Insurance

Coverage and exclusion, Sum insured, Rating, Premium calculation, application of various clauses

Module IV: Marine Insurance

Type of Clauses and their coverage, Rating, various type of policies, Documentation, sum insured and premium calculation

Examination Scheme:

Component Codes	PCP1	H1	H2	EE1
Weightage (%)	10	15	15	60

Text and References:

- Jones, H.E. and Long. D.L. 1999 Principles of Insurance Life Health and Annuities LOMA, 2nd Ed

GUIDELINES FOR INTERNSHIP/MANAGEMENT FILE

There are certain phases of every Intern's professional development that cannot be effectively taught in the academic environment. These facets can only be learned through direct, on-the-job experience working with successful professionals and experts in the field. The internship program can best be described as an attempt to institutionalise efforts to bridge the gap between the professional world and the academic institutions. Entire effort in internship is in terms of extending the program of education and evaluation beyond the classroom of a university or institution. The educational process in the internship course seeks out and focuses attention on many latent attributes, which do not surface in the normal classroom situations. These attributes are intellectual ability, professional judgment and decision making ability, inter-disciplinary approach, skills for data handling, ability in written and oral presentation, sense of responsibility etc.

In order to achieve these objectives, each student will maintain a file (**Internship File**). The Internship File aims to encourage students to keep a personal record of their learning and achievement throughout the Programme. It can be used as the basis for lifelong learning and for job applications. Items can be drawn from activities completed in the course modules and from the workplace to demonstrate learning and personal development.

The File will assess the student's analytical skills and ability to present supportive evidence, whilst demonstrating understanding of their organization, its needs and their own personal contribution to the organization.

The **layout guidelines** for the Internship File:

- A4 size Paper
- font: Arial (10 points) or Times New Roman (12 points)
- line spacing: 1.5
- top and bottom margins: 1 inch/ 2.5 cm; left and right margins: 1.25 inches/ 3 cm

The File will include **five sections** in the order described below. The content and comprehensiveness of the main body and appendices of the report should include the following:

1. **The Title Page**--Title - An Internship Experience Report For (Your Name), name of internship organization, name of the Supervisor/Guide and his/her designation, date started and completed, and number of credits for which the report is submitted.
2. **Table of Content**--an outline of the contents by topics and subtopics with the page number and location of each section.
3. **Introduction**--short, but should include how and why you obtained the internship experience position and the relationship it has to your professional and career goals.
4. **Main Body**--should include but not be limited to daily tasks performed. Major projects contributed to, dates, hours on task, observations and feelings, meetings attended and their purposes, listing of tools and materials and their suppliers, and photographs if possible of projects, buildings and co-workers.
5. **Appendices**--include pamphlets, forms, charts, brochures, technical and descriptive literature, graphs and other information related to your Internship experience.

The **Main Body** will have **three sections** and will include the following items which will be evaluated for the final assessment:-

1. An **analysis of the company/organization** in which the student is working
2. A **personal review** of the student's management skills and how they have been developed through the programme.

3. The **research report** that the student has prepared on the project assigned to him by the organization. (Incase a student is not assigned a specific research project in the organization, he has to select any one aspect of the organization and prepare a research report on it).

The research report should fulfill the following objectives:

1. Demonstrate an understanding of research approaches

Competence Criteria	Skills & Knowledge
Describe the stages of research	Reasons for research Key stages
Apply approaches to the stages of research	Inductive Deductive Relevance & Irrelevance
Identify a research topic	Research questions Objective & Purpose

2. Use a range of Research Methods to obtain information

Competence Criteria	Skills & Knowledge
Select the most appropriate method	Quantitative Qualitative Different methods and their suitability Reliability Validity
Conduct the Research	Quantitative Qualitative Questionnaires Interview Sample Size
Prepare for Analysis	Sifting and sorting Categorizing Bias Recording and Storing

3. Analyse data to make decisions

Competence Criteria	Skills & Knowledge
Analyse Quantitative information	Categories and codes Matrices Networks and mind maps Narrative Analysis
Analyse Qualitative Information	Data Characteristics Statistical Analysis Distributions Correlation Analysis Computer Analysis
Control Quality	Probability sampling Variations Mean and standard deviations Statistical process control Error analysis
Draw Conclusions	Data analysis Forecasting Evaluating findings Decision making

4. Present information to meet the needs of the recipient

Competence Criteria	Skills & Knowledge
Present information in text format	Report writing Executive summaries Language and layout Word processing by computer
Present diagrammatic information	Pie charts Bar charts Line graphs Tables Computer generated
Present information orally	Presentation skills Summarizing and concluding

5. Use Research to develop self as a Professional

Competence Criteria	Skills & Knowledge
Identify own development needs	Analyzing current competence Future competence requirements Gap analysis Action planning
Devise a development plan	Options available for development Support available Sources of learning material
Information for the research	Research skills Accessing materials from books and journals Accessing information from the internet Accessing information from other people

6. Acknowledge the sources of secondary information – References &

Bibliography

ASSESSMENT OF THE INTERNSHIP FILE

The student will be provided with the Student Assessment Record (SAR) to be placed in front of the Internship File. Each item in the SAR is ticked off when it is completed successfully. The faculty will also assess each item as it is completed. The SAR will be signed by the student and by the faculty to indicate that the File is the student's own work. It will also ensure regularity and meeting the deadlines.

STUDENT ASSESSMENT RECORD (SAR)

Management File Item	Criteria for successful completion of the item
1. Analysis of organization (1500- 2000 words)	<ul style="list-style-type: none"> • Clear presentation of ideas and analysis • Provides an organizational diagram, following organization presentation conventions • Analysis covers the organization's: <ul style="list-style-type: none"> ➤ Business strategy and mission ➤ Structure ➤ Resources and assets ➤ Current financial performance ➤ Leadership/decision-making style ➤ Staffing and skill base ➤ Products/services and customers
2. Personal review of Management skills development (1000-1500 words)	<ul style="list-style-type: none"> • Clear presentation of ideas and analysis • Demonstrate awareness of own management skills • Presents critical analysis of own management effectiveness, supported with examples • Provides evidence of development of specific management skills e.g. strategic, financial, leadership • Explains how new skills and learning have benefited the organization and self
3. Design of Research Project (1500- 2000 words)	<ul style="list-style-type: none"> • Clear presentation of ideas and analysis • Justifies the choice of subject for the research project and why this might be beneficial to the organization • Selects and justifies appropriate research methods for the project • Demonstrate understanding of the key stages in undertaking a research project • Indicates which analytical/statistical tools would be most appropriate and why • The design plan takes account of the resourcing implications of carrying out the research e.g. staffing and other costs

Evaluation Scheme:

Report by Student (Internship File)

a. Organization & Presentation/Language and clarity /substance of Contents covered and Comprehensiveness	20%
b. Research Report	30%
Industry Feedback (continuous)	20%
Presentation & Viva (At the end)	30%
Total	100%

Student's Signature

Faculty's Signature

PROJECT WORK I & II

Course Code:

Course Objective:

Project work enables the students to apply the conceptual knowledge to live organizational problems and issues. It helps to learn the art of conducting a study in a systematic and scientific manner and then presenting the finding and recommendations in a coherent report.

Guidelines:

The essential steps in the process of doing Project Work are:

a. Identification and defining the problem: The choice must emanate from the area of interest and will be entirely personal one. A discussion with the guide can help the students in making right choice. Some of the considerations that are to be kept in mind are :

1. It should be a live problem and organization specific
2. It should be manageable with the resources of time, money and effort
3. The organisation selected should be such that they are willing to help the student to generate relevant data. The problem identified, project outline and its related field

b. Preparing the Synopsis/Project Proposal: A project proposal is an outline plan of conducting the project work. It must contain the following (the length of synopsis should not normally exceed 5 to 6 pages) :-

1. Personal Data (Format of which can be obtained from Institution)
 - Student's name
 - Registration Number
 - Course/programme and year
 - Address for correspondence
2. Project outline
 - Title of the Project
 - Statement about the problem (in brief)
 - Reasons for choosing the particular topic
 - The contribution the project would make and to whom
 - Objective and scope of study
 - Methodology
 - Chapter Scheme
 - Guide's resume

Please note that a student can start the project work only after receiving the approved synopsis from the Institution. In case the synopsis is rejected or modifications are required, specific remarks will be endorsed on the synopsis to resubmit the synopsis for approval.

c. Planning and conducting the fieldwork for the chosen project on (approved synopsis) – Generation of data

Data constitute the basis of all statistical analysis and interpretation. Data can be obtained from three important sources, namely, Secondary Source, Internal records and Primary source. Depending upon its source the data can be classified as secondary data, internal data or primary data.

d. Analysing the data and drawing conclusions

e. Writing the project report

Writing a project report can only be done once you have done your analysis of the data and have logically put together your case.

Before you start with writing of the main chapters, there are some mandatory peripheral but important requirements which you must bear in mind, which are:

Cover Page: The cover page of the bound copy (or the first visible page in spiral binding) should indicate the following:

1. Title of the report.
2. The name of the student and registration number
3. The month and year of submission
4. The name of the Institute in full

Table of contents: It can also be called simply as “content or index” and is presented in tabular form and should provide the title of all chapters, sub-divisions, appendices, annexure, sketches, bibliography, acknowledgement and certificates and their page numbers.

Preface or Acknowledgements: The students would have received assistance from a number of sources and persons during the planning and conduct of the project work. Therefore, they owe a special debt to them. In case the students prefer to write a “Preface” to highlight the objectives and major issues in the report, these acknowledgements can be included in the last one or two paragraphs of the ‘Preface’ itself.

Certificates: Two certificates are given and included in the beginning of the project report after the preface/acknowledgements. One of these is given by the project guide and the other is signed by the student and counter signed by the project guide.

Main Report: The main report should normally follow the chapter scheme or any other scheme as indicated in the synopsis. However one or two chapters can be added if the students consider them as essential.

Chapter 1	: Introduction
Chapter 2	: Objective and Scope
Chapter 3	: Theoretical Perspective
Chapter 4	: Methodology
Chapter 5-8	: Data Collection, Data Analysis, Findings and Recommendations
Chapter 9	: Conclusion

Appendices and Annexure: Appendices contain the questionnaires, the data collected and all the tables, sketches and graphs which are relevant to the study but included in the chapters.

Annexure contain supporting data / information to appendices or even the main chapter which are relevant to discussion and reasoning of the project report.

Bibliography: A bibliography is a list of published sources or organizational documents consulted during the course of the project work. These include books, journals, magazines, newspaper articles and earlier studies.

Size of the Report: There is no laid down size for the project report. The length of the project report will depend upon the nature and scope of the problem, the quantum of the primary and secondary data collected and what all is considered relevant to be attached and presented. However, normally, at the level of MBS students, a project report should be covered between 50 to 100 typed pages (double space). Each page typed only one side, leaving a wide margin.

Review and Presentation: While writing and presenting project report special care must be taken even of minor details as this will make the report more professional and presentable. A well written and painstakingly corrected report with well spaced pages, proper headings, margins and self explanatory tables and graphs hold the interest of the reader and creates a favourable impact on the evaluator. It is prudent to review and revise the draft report and show it to the guide for his comments and suggestion before the final report is submitted to the Institute.

For all other details students may refer to the Institute for further guidelines and format of the report.