

G. H. PATEL POSTGRADUATE INSTITUTE OF BUSINESS MANAGEMENT
SARDAR PATEL UNIVERSITY, VALLABH VIDYANAGAR
M.B.A. PROGRAMME

CODE NUMBERS FOR COURSES OF MASTER OF BUSINESS ADMINISTRATION

Effective from June 2013

FIRST YEAR (ALL COMPULSORY COURSES)

Semester-I

PM01CMGT01	Fundamentals of Management
PM01CQTT01	Quantitative Techniques for Management-I
PM01CECO01	Managerial Economics
PM01CACCO1	Managerial Accounting-I
PM01CMSD01	Management Skills Development
PM01CCIM01	Contemporary Issues in Management
PM01CMGT02	Indian Ethos and Organizational Behavior
PM01CECO02	Environment and Management

Semester-II

PM02CQTT01	Quantitative Techniques for Management-II
PM02CACCO1	Managerial Accounting-II
PM02CMKT01	Marketing Management
PM02CFIN01	Financial Management
PM02CPOM01	Production and Operations Management
PM02CHRM01	Human Resource Management
PM02CRSM01	Research Methodology
PM02CECO01	International Environment and Management

SECOND YEAR

Semester-III

Compulsory Courses

PM03CMGT01	Business Policy and Strategic Management-I
PM03CNEM01	New Enterprise Management
PM03CBLL01	Business Legislation
PM03CCPR01	Comprehensive Project-I

Finance Electives

PM03EFIN01	Financial Decision Analysis
PM03EFIN02	Management Control System
PM03EFIN04	Corporate Taxation

Marketing Electives

PM03EMKT01	Consumer Behavior
PM03EMKT02	Sales and Distribution Management
PM03EMKT03	Marketing Research & Information Systems

Semester-IV

Compulsory Courses

PM04CMGT01	Business Policy and Strategic Management-II
PM04CECO01	International Economic Organization
PM04CCPR01	Comprehensive Project-II

Finance Electives

PM04EFIN01	Security Analysis and Investment Management
PM04EFIN03	International Financial Management
PM04EFIN06	Management of Financial Institutions

Marketing Electives

PM04EMKT01	Advertising Management
PM04EMKT05	Marketing of Services
PM04EMKT03	International Marketing

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POSTGRADUATE DEPARTMENT OF BUSINESS ADMINISTRATION

(SYLLABUS FOR MBA PROGRAMME)

DETAILED COURSE CONTENT (Effective from June 2013)

FIRST YEAR

SEMESTER-I

PM01CMGT01: FUNDAMENTALS OF MANAGEMENT

Organizations and need for management, managerial process, functions, levels, skills and roles in managing organizations. Evolution of management theory: classical, neo-classical theories and contingency approaches. Social responsibility and ethics in business. Organizational and natural environment. Managing in a global environment. Management in cultural diversity. Managing small business and entrepreneurship. Quality management and TQM. Decision making: rational and non-rational models of decision making. Planning, strategic management and decision making, tools and techniques. Fundamentals of organizing, Distribution of authority. Organizational designs and structures. Managing change and innovation. Human resource management. Leading and motivating employees. Teams and team building. Communication and negotiation. Managing operations. Controlling and building commitment, combining technology, people and information technology.

PM01CQTT01: QUANTITATIVE TECHNIQUES FOR MANAGEMENT -I

Mathematics :Elements of Calculus – Functions; concept of limit and continuity; Differentiation; Partial Differentiation; Maxima and Minima of single variable, two variables and n-variables; Constrained maximization under inequality constraints – 'Khun – Tucker' approach; Integration; Application of Calculus to management Problems. Matrix Algebra: Addition, subtraction, and multiplication of matrices; Concept of

Determinants and Cramer's Rule; Transposed and Adjoint matrix; Inverse and Rank of matrix; Application of Matrices to solution of simultaneous equations and management situations. Algebra: Algebra of sets. Statistics: Measures of Central tendency and dispersions, Linear Relationship – Method of Least Squares, Correlation, and Regression Analysis; Elements of Probability theory and Probability distributions Binomial, Poisson, Exponential and Normal Distributions, Time-series Analysis.

PM01CECO01: MANAGERIAL ECONOMICS

Concepts and Techniques – Nature of business decision-making, marginal analysis, optimization; Theory of Demand – demand functions, income and substitution effects, revealed preference approach and demand forecasts; Production and Cost – returns to scale, cost curves, break-even analysis; Theory of Firm- profit maximization, sales maximization, Market Structure – competition, monopoly, oligopoly, non-price competition; Macro Economic Aggregates and Concepts – GNP and GDP-Aggregate Consumption-Gross Domestic Savings-Gross Domestic Capital Formation –WPI, CPI and Inflation-Employment-Money Supply Concepts and Measurement of National Income; Determination of National Income- Consumption Function, Fiscal impact and Investment, Synthesis of Monetary and Real Factors.

PM01CACC01: MANAGERIAL ACCOUNTING -I

Introduction to Managerial Accounting. GAAP, Conventions and Concepts. Balance sheet and Related Concepts. Profit and Loss Account and Related Concepts. Accounting Mechanics. Areas of Accounting Policy. Revenue Recognition and Measurement: Matching of revenues and expenses; Inventory Valuation; Fixed Assets and Depreciation accounting; Intangible assets. Introduction to inflation accounting.

Legal and Auditing requirements relating to external reporting, Corporate Financial Reporting in India Including Schedule VI requirements, Reading of Balance sheet, P & L A/c. and schedules, Notes to Accounts and their implications, Approach to recast the statements based on notes.

PM01CMGT02: INDIAN ETHOS AND ORGANIZATIONAL BEHAVIOUR

Management in the Indian Socio-Political Environment; Work Ethos; Indian Heritage and Management. Relevance of Values in Management; Need for Values in Global Change; Indian Perspective; Values for Managers; Holistic Approach for Managers in Decision Making; Foundations of Organizational Behaviour, Understanding and managing individual behaviour – Personality perception, Attitudes, Learning, work Motivation. Organizational Behaviour modification, Understanding and managing group processes- interpersonal and group dynamics. Conflict –nature and types, Conflict Resolution. Communication, group decision-making, Leadership and influence process. Power and politics Understanding and Managing organization systems – Organizational design and structure. Work stress.

PM01CECO02: INDIAN ENVIRONMENT AND MANAGEMENT

Fundamentals-Sustainable Development, Implications of human population growth, Limits to growth, Environment and Business Schools; Overview of Indian Business Environment – Micro and Macro environment. Environment analysis and Forecasting. Political and Legal framework Liberalization and Globalization. Government and Business, Indian and Global

Economy: Characteristics and issues. Interface between Agriculture, Industry and Environment Resources, and Monetary Policy-Fiscal Policies. Export and Import Policy, Social, cultural and Demographic Environment; Technological and natural environment. Ecology, Environment protection Laws and Management. Managerial Decision Making in a changing business environment.

PM01CMSD01: MANAGEMENT SKILLS DEVELOPMENT

Communication skills – Reading skills, Writing skills, fundamentals: Clarity, Consistency, Cogency Concretization and Capsulization. Stylistic issues. Business letters, Briefs and Memo-writing, Note taking, Outlining, Report Writing, Book Reviewing, Writing News Releases, Letters to the Editor, Grievance Writing. Learning Skills and Styles, Time Management, Memory and Learning Efficiency. Speaking skills – Public Speaking, Oral Presentations, Use of Technology in presentations. Persuasive Communication, Impromptu Speeches, Introducing Speakers, Evaluating a speaker. Listening skills – exercises in listening, interviewing, Role-plays – Leadership skills and styles. Motivation and counseling. Negotiation skills, Reducing conflicts securing cooperation. Decision making skills – Problem solving “Analytical skills – Defining the Problem, clarifying and prioritizing objectives, generating options, evaluation and criteria, Bounded rationality, Recision plan, Contingency plan, Implementation plan. Developing Case Analysis Skills through analysis of cases on:

- (a) Role of politics in decisions making
- (b) Group decision making
- (c) Decision traps
- (d) Information Analysis for Decision making using functional tools and techniques
- (e) Manipulation and Emotion in Decision making
- (f) Analysis of business environment for strategic and tactical decision.

PM01CCIM01: CONTEMPORARY ISSUES IN MANAGEMENT

The course will focus on important contemporary issues of relevance to business management including general management, marketing management, finance management, strategic management, public policy, international business etc. The course will have three components as under:

- (i) Book reviews (Two books) one related to any area of management and second on subject other than management.
- (ii) Review of research papers (Three research papers)
- (iii) Seminar presentation on contemporary issues (Report submission)

SEMESTER-II

PM02CQTT01: QUANTITATIVE TECHNIQUES IN MANAGEMENT -II

Management Science: Basic concepts and its role in decision making, Linear Programming: Graphical Method, Simplex Method; Dual of LP; Sensitivity Analysis; Transportation and Transshipment Models; Assignment Problem and Routing Problems; Integer Programming - Branch and Bound Algorithm. Network Analysis; Game Theory; Queuing Theory;

PERT/CPM; Decision Theory and Decision Trees Goal Programming, Simulation, Dynamic Programming.

PM02CACC01: MANAGERIAL ACCOUNTING –II

Introduction to cost Accounting, Type of costs, Cost determination and flow, job order Costing and Process Costing, Joint costs and by-product costs, Variable Costing. Cost-volume- Profit (CVP) Relationship, Standard Costing and Variance Analysis. Budgeting and Budgetary Control. Decisions involving alternative choices, like -make or buy, discontinue a product etc. Divisional Performance Appraisal, Cost Audit, Cost Control & Cost reduction.

PM02CMKT01: MARKETING MANAGEMENT

Importance, Scope and Core Concepts of Marketing, Customer Value, The Scanning of Marketing Environment, Marketing Information System and Marketing Research, Understanding Consumer and Business Markets, Market Segmentation, Targeting and Positioning; Competitive Dynamics. Brand Positioning and Creating Brand Equity, Product Decisions, Product Mix, Product Life Cycle, Marketing of Services, Pricing Methods and Strategies, Integrated Marketing Channel, Retailing, Whole-selling and Logistics, Management of Integrated Marketing Communication, Mass Communication, Direct Marketing, Interactive Marketing, Sales force Management, New Market Offering, Global Market, Holistic Marketing Organization, Marketing Control.

PM02CFIN01: FINANCIAL MANAGEMENT

Aims and Objectives of Financial Management; Financial Analysis and Control; Cost-Volume-Profit Analysis; Operating and Financial Leverage; Time Value of Money; Investment and Capital Structure Decisions; Instruments of Long Term Finance; Cost of Different Sources of Raising Capital; Weighted Average Cost of Capital; Optimum Capital Structure; Valuation and Rates of Return; Methods of Capital Budgeting; Short-term Financing Investment; Management of Working Capital-Cash, Receivables and Inventory Management, Internal Financing and Dividend Policy; Financial Modeling.

PM02CPOM01: PRODUCTION AND OPERATIONS MANAGEMENT

Nature and Scope of Production and Operations Management; Facility Location; Types of Manufacturing Systems & Layouts; Layout Planning and Analysis; Material Handling – Principles-Equipments, Line Balancing—Problems; Operations decisions-Production Planning and Control-In Mass Production-in Batch/Job Order manufacturing; Capacity Planning-Models; Process Planning-Aggregate Planning—Scheduling, Lean manufacturing ,Maintenance Management Concepts—Work Study, Method Study, Work Measurement, Work Sampling, Work Environment—Industrial Safety; Material Management : An Overview of Material Management, Material Planning and Inventory Control; JIT ; Materials Planning Budgeting and Material Requirement Planning ; Purchase management; Stores Management; Quality Assurance – Acceptance Sampling, Statistical Process Control, Total Quality Management; ISO-9001; Six sigma, Maintenance Management; Safety Management.

PM02CHRM01: HUMAN RESOURCE MANAGEMENT

Concepts and Perspectives on Human Resource Management; Human Resource Management in a Changing Environment; Corporate Objectives and Human Resource

Planning; Career and Succession Planning; Job Analysis and Role Description; Methods of Manpower Search; Attracting and Selecting Human Resources; Induction and Socialization; Manpower Training and Development; Performance Appraisal and Potential Evaluation; Job Evaluation & Wage Determination; Employee Welfare; Industrial Relations & Trade Unions; Dispute Resolution & Grievance Management; Employee Empowerment.

PM02CRSM01: RESEARCH METHODOLOGY

Nature and Scope of Research Methodology; Problem Formulation and Statement of Research Objectives; Value and Cost of Information – Bayesian Decision Theory; Organization Structure of Research; Research Process; Research Designs – Exploratory, Descriptive and Experimental Research Designs; Methods of Data Collection – Observational and Survey Methods; Questionnaire Design; Attitude Measurement Techniques; Motivational Research Techniques; Administration of Surveys; Sample Design; Selecting an Appropriate Statistical Technique; Field Work and Tabulation of Data; Analysis of Data-; Use of SPSS and other Statistical Software Packages; Advanced Techniques for Data Analysis – Z- test, T-test, Chi-square test & ANOVA, Research Applications.

PM02CECO01: INTERNATIONAL ENVIRONMENT AND MANAGEMENT

International Business: An overview – Types of International Business; The External Environment; The Economic and Political Environment, The Human Cultural Environment; Influence on Trade and Investment Patterns; Recent World Trade and Foreign Investment Trends; Theories and Institutions: Trade and Investment – Government Influence on Trade Investment; Theory of Customs Union; Determination of Trading Partner's Independence, Interdependence and Dependence; World Financial Environment; Cross-national Cooperation and Agreements, Tariff and Non-Tariff Barriers, WTO, Regional Blocks, Internationalization of Service Firms; World Financial Environment : Balance of Payments-Foreign Exchange Market Mechanism; Determinants of Exchange Rates; Euro-currency Market; Offshore Financial Centres; International Banks; Non-Banking Financial Service Firms; Stock Markets; Global Competitiveness; Export Management; Licensing Joint Ventures Technology and Global Competition; Globalization and Human Resource Development; Globalization with Social Responsibility ; World Economic Growth and the Environment; Country Evaluation and Selection; International Business Diplomacy: Negotiating an international Business, Issues in Asset Protection; Multilateral Settlements; Consortium Approaches; External Relations Approach.

SECOND YEAR

SEMESTER –III

PM03CMGT01: BUSINESS POLICY AND STRATEGIC MANAGEMENT –I

Business Policy as a Field of Study; General Management Point of View; Vision, Mission, Objectives and Policies; Environmental Analysis and Internal Analysis; SWOT Analysis; Tools and Techniques for Strategic Analysis; Impact Matrix; The Experience Curve; BCG Matrix; GEC Model; Industry Analysis; Concept of Value Chain; Strategic Profile of a Firm; Framework for Analyzing Competition; Competitive Advantage of a Firm.

PM03CNEM01: NEW ENTERPRISE MANAGEMENT

Entrepreneurship and Its role in economic development. Problems of industrialization in underdeveloped countries with special reference to India. Industrial Policy, Regulation and control of Industries In India; Mechanics of setting of new enterprise – size and location, optimum units – its meaning and determinants; Size of industrial units in India. Theory of industrial location factors determining the industrial location. Regional distribution of industrial activity in India; Recent trends in the localization of industrial activity in India; Regional planning of industrial activity In India; Feasibility studies; technical, marketing and finance; Managerial problems of new enterprises; production purchasing, Financing labour and Marketing problems facilities provided by different institutions and agencies in India, Finance facilities for new enterprises, Marketing and other facilities.

PM03CBLL01: BUSINESS LEGISLATION

The Indian Contract Act, 1872: Essentials of a Valid Contract. Void Agreements, Performance of Contracts. Breach of Contract and its Remedies, Quasi-Contracts, Special Contracts – Indemnity, Guarantee, Bailment, Pledge and Agency.

The Sale of Goods Act, 1930: Formation of a Contract, Rights of an Unpaid Seller.

The Companies Act, 1956 and 2013 with all-important amendments: Nature and Types of Companies, Formation. Memorandum and Articles of Association. Prospectus, Allotment of Shares. Shares and Share Capital, Membership Borrowing Powers, Management and Meetings, Accounts and Audit. Compromise Arrangements and Reconstruction, Prevention of Oppression and Mismanagement, Winding Up.

Overview of Consumer Protection Act, Information Technology Act-2000, Right to Information Act – 2005, The Collection of Statistics Act 2008.

PM03CCPR01: COMPREHENSIVE PROJECT -I

SEMESTER –IV

PM04CMGT01 BUSINESS POLICY AND STRATEGIC MANAGEMENT –II

Nature and Scope of Strategic Management; Strategic Intent and Vision; Concept of Core Competence, Capability and Organization Learning; Process of Strategic Planning and Implementation; Strategy and Structure; Organizational Values and their Impact on Strategy; Power games amongst Competing Players; Chief Executive and Board; Work on Top Management; Turnaround Management; Management of Strategic Change; Mergers and Acquisitions; Strategic Management in an International Firm; Strategy and Corporate Evolution in Indian Context.

PM04CECO01: INTERNATIONAL ECONOMIC ORGANIZATIONS

Economic Regimes, International Economic Organization International organizations as international institutions; International Monetary Fund (IMF); World Bank Group –

International bank For Reconstruction and Development (IBRD), International Development Agency (IDA), International Finance Corporation (IFC), Multilateral Investment Guarantee Agency (MIGA); General Agreement on Tariffs and Trade (GATT); World Trade Organization (WTO), United Nations Conference on Trade and Development (UNCTAD); International Labour Organization (ILO); Bank of International Settlement (BIS); World Customs Organisation (WCO); World Intellectual Property Organisation (WIPO); International Economic Groupings.

PM04CCPR01: COMPREHENSIVE PROJECT -II

LIST OF OPTIONAL PAPERS (ELECTIVE STREAMS)

FINANCIAL MANAGEMENT

PM03EFIN01: FINANCIAL DECISION ANALYSIS

Analysis of Financial Decision Making Areas; Linkages of Management Decisions with Wealth Maximization; Corporate Debt Capacity Decision; Business Failure and Reorganization – Application of Multiple Discriminate Analysis; Decision Tree Analysis; Capital Expenditure Decision Under Conditions of Risk and Uncertainty; Cost-Volume profit Analysis under Conditions of Uncertainty; Leasing Vs. Borrowing Decisions; Sequencing of Investment Decisions; Replacement Decisions; Mergers and Acquisitions; Takeover Regulations; Goodwill and Valuation of Shares; Dividend Valuation Model; Determination of the Exchange ratio; Legal and Procedural Aspects of Merger Decision; Specific Areas and Problems in the Area of Financial Decision Making; Estimation and Projection of Working Capital Decisions.

PM03EFIN02: MANAGEMENT CONTROL SYSTEM

Management Control – An Overview: Nature, Scope and Concept of Management Control System. Organization Goals, Strategic Planning and Implementation, Organization Structure, Contingency Theory, Organizational Climate, Position of Controller in the Organization Structure of an Organization. Management Control Process: Programming, Budgetary Planning and Procedures, Budgetary Control, Analysis of Variances, Flexible Budgeting, Zero-base Budgeting, Performance Budgeting, Accounting Aspects of Control including Internal Audit and Control and Value for Money, Analysis and Reporting Variance Reporting Management Control Structure: Responsibility Centre, Responsibility Accounting, Cost Centre, Profit Centre, Inter-divisional Transfer Pricing, Measurement of Divisional Performance including Performance Evaluation – Qualitative and Quantitative, Investment Centre, Behavioral Aspects of Management Control : Motivation and Morale, Goal Congruency, Participative and Responsive Management. Human as a Part of Information Process, Learning Curves, and Management Control in Specialized Organization: Selected Case Studies on Non-profit and Public Service Organizations.

PM03EFIN03: INTERNATIONAL ACCOUNTING

International Dimensions of Accounting – Conceptual Development and Comparative Development Patterns; Currency Transactions; Managing International Information Systems; International Perspective on Inflation Accounting; Financial Reporting and

Disclosure; Analyzing Foreign Financial Statements; Financial Management of Multinational Entities; Transfer Pricing and International Accounting – International Standards and Multinational Corporations.

PM03EFIN04: CORPORATE TAXATION PLANNING

Basic Concepts of Income Tax; Residential status of a Company; Computation of Income under Different Heads of Income, Set off and Carry forward of Losses, Deductions and Exemptions in Additional Tax on Undistributed Profits, Companies Profit Surtax Act; Computation of Tax Liability; Meaning and Scope of Tax Planning and Location of Undertaking, Type of Activity, Ownership Pattern, Tax Planning Regarding Dividends policy, Issue of Bonus Shares, Inter Corporate Dividends and Transfers, Tax Planning Relating to Amalgamation and Merger of Companies; Tax Considerations in respect of Specific Managerial Decision like Make or Buy, Own or Lease, Close or Continue, Sale in Domestic Markets or Exports; Replacements and Capital Budgeting Decisions, etc; Tax Planning in respect of Managerial Remuneration, Foreign Collaborations and Joint Ventures; Implications of Avoidance of Double Taxation Agreements.

PM03EFIN05: FINANCIAL DERIVATIVES

Forward Contracts; Future Contracts; Other Derivative Securities; Types of Traders; Futures Markets and the use of Futures for Hedging; Forward and Futures Prices; Interest Rate Futures; Swaps; Options Markets; Properties of Stock Option Prices; Trading Strategies Involving Options; Black-Scholars Option Model; Binomial Model; Options on Stock Indices; Currencies and Futures Contracts; General Approach to Pricing Derivatives Securities; Interest Rate Derivative Securities; Derivatives Market in India.

PM03EFIN06: PROJECTS PLANNING, ANALYSIS AND MANAGEMENT

Generation and Screening of Project Idea; Capital Expenditure; Importance and Difficulties; Market Demand and Situational Analysis; Technical Analysis; Financial Analysis; Analysis of Project Risk; Firm Risk and Market Risk; Social Cost Benefit Analysis; Multiple Projects and Constrains; Network Techniques for Project Management; Project Review and Administrative Aspects; Project Financing in India; Problem of Time and Cost Overrun in Public Sector Enterprises in India; Assessment of the Tax Burden; Environmental Appraisal of Projects.

PM03EFIN07: WORKING CAPITAL MANAGEMENT

Concept of Working Capital Management, Importance of Working Capital, Kinds of Working Capital, Factors Determining Working Capital, Estimating Working Capital Requirements; Management of Cash – Motives for Holding Cash and marketable securities; Cash System; Managing the Cash Flows, Types of Collection Systems; Cash Concentration Strategies, Disbursement Tools, Investment in Marketable Securities; Forecasting Cash Flows; Managing Corporate Liquidity and Financial Flexibility; Measures of Liquidity, Determining the Optimum Level of Cash Balances – Baumol Model, Beranek Model, Miller-Orr Model, Stone Model; Receivable Management—Determining the Appropriate Receivable Policy, Marginal Analysis, Credit Analysis and Decision, Heuristic Approach, Discriminate Analysis, Sequential Decision Analysis; Inventory Management—Kinds of Inventories, Benefits and Costs of Holding Inventories, Inventory Management and Valuation, Inventory Control Models; Short-term financing; Programming Working Capital Management; Integrating

Working Capital and Capital investment Processes, Monetary System; Money Market in India; Banking System in India; the Restructuring Process; Working Capital Control and Banking Policy in India; Instruments of The International Money Market; Managing Short-term International Transactions.

PM04EFIN01: SECURITY ANALYSIS AND INVESTMENT MANAGEMENT

Investment – Return and Risk; Operations of Indian Stock Market; New Issue Market; Listing of Securities; Cost of Investing in Securities; Mechanics of Investing; Markets and Brokers; Investment Companies; Market Indices and Return; Security Credit Ratings; Objectives of Security Analysis; Investment Alternatives; Valuation Theories of Fixed and Variable Income Securities; The Return to Risk and the Investment Decision; Government Securities; Non-Security Forms of Investment; Real Estate Investment; Investment Instruments of the Money Market; Stock Market Analysis; Fundamental and Technical Approach; Efficient Market Theory; Recent Developments in the Indian Stock Market. Introduction to Portfolio Management – An Optimum Portfolio Selection Problem, Markowitz Portfolio Theory, The Mean-variance Criterion (MVC) – The Nature of Investment Risk; MVC and Portfolio Selection; The Investment in Liquid Assets, Portfolios of Two Risky Securities, A Three Security Portfolio, The Efficient Frontier; Tracing the Efficient Frontier – The relationship between the Unrevealed and Leveraged Portfolio, Sharpe: Single Index Model; Application of Market Model in Portfolio Construction; Capital Asset Pricing Model; Characteristic Lines, Factor Models and Arbitrage Pricing Theory; Constructing Efficient Frontier ; Optimum Portfolios – Constructing the Optimum Portfolio, Portfolio Investment Process; Bond Portfolio Management Strategies; Investment Timing and Portfolio Performance Evaluation; Corporate Portfolio Management in India, International Diversification

PM04EFIN02: PORTFOLIO MANAGEMENT

Introduction to Portfolio Management – An Optimum Portfolio Selection Problem, Markowitz Portfolio Theory, The Mean-variance Criterion (MVC) – The Nature of Investment Risk; MVC and Portfolio Selection; The Investment in Liquid Assets, Portfolios of Two Risky Securities, A Three Security Portfolio, The Efficient Frontier; Tracing the Efficient Frontier – The relationship between the Unrevealed and Leveraged Portfolio, Sharpe: Single Index Model; Application of Market Model in Portfolio Construction; Capital Asset Pricing Model; Characteristic Lines, Factor Models and Arbitrage Pricing Theory; Constructing Efficient Frontier ; Optimum Portfolios – Constructing the Optimum Portfolio, Portfolio Investment Process; Bond Portfolio Management Strategies; Investment Timing and Portfolio Performance Evaluation; Corporate Portfolio Management in India, International Diversification.

PM04EFIN03: INTERNATIONAL FINANCIAL MANAGEMENT

Multinational Financial Management – An overview; International Capital Flows; Balance of Payments and its Implications; Evolution of the International Monetary and Financial System; Long-run Investment Decisions – The Foreign Investment Decision; Political Risk Management; Multinational Capital Budgeting – Application and Interpretation; Cost of Capital and Capital Structure of the Multinational Firm; Dividend Policy of the Multinational Firm; Taxation of the Multinational Firm; Country Risk Analysis; Long-term International Financing.

PM04EFIN04: MANAGEMENT OF FINANCIAL SERVICES

Financial System and Markets; Concept, Nature and Scope of Financial Services; Regulatory Framework for Financial Services; Management of Risk in Financial Services; Stock Exchange Operations; Mutual funds; Merchant Banking Services; Managing of issue shares and bonds-Mobilizing of Fixed Deposits-Inter-Corporate Loans-International Finance; Other Financial Services- Leasing and Hire Purchase; Debt Securitization; Housing Finance; Credit Rating; Credit Cards; Banking and Insurance; Venture Capital; Factoring for Failing and Bill Discounting , Insurance; The Tax Environment and Financial Services; Pricing Financial Services.

PM04EFIN05: INTERNATIONAL FINANCIAL MARKETS

History of the International Financial System – The rise and fall of Bretton Woods, Globalization and the Growth of Derivatives, The Crash of 1994-96 and Beyond, Euro-currency Market, Euro banking and Euro-currency Futures and Options, Syndicated Euro-credits, International Bond Markets – Introduction, New Issue Procedures in the Eurobond markets, Eurobond Valuation and Hedging, Interest Rates and Currency Swaps, Pricing Option, Features of International Bonds, Forecasting and the Image of the Future – Central Banks and the Balance of Payments, The European Monetary System and Other Regional Artificial Currency Areas, New Instruments in International Capital Markets, International Banking and Country Risk, International Portfolio Diversification , International Transfer Pricing.

PM04EFIN06: MANAGEMENT OF FINANCIAL INSTITUTIONS

The Financial system; Indian Financial System; RBI and its functions; Management of Commercial Banks; Functions, Performance Analysis, Banking Law & regulation, Provisions of RBI's Operations Credit and Monetary planning; Insurance Companies; developments banks; role and Capital Planning; Financial Planning of Financial Institution; Working and Organization of different financial institutions in India like IFCI, ICICI, IDBI, LIC, CIBIL, Mutual Funds, Risk Management and BASEL-II and III, Financial Inclusion.

PM04EFIN07: FOREIGN EXCHANGE MANAGEMENT

Types of Foreign Exchange markets and Transactions, Quoting Foreign Exchange Rates, Spread, Official and Free Market Rates; Cross Rates, Forward Rates, Quoting Forward Rates; Organization of the Foreign Exchange Markets; Currency Futures; Currency Options; Currency Swaps; Corporate Exposure Management; Alternative Strategies for Exposure Management, Exposure Management Techniques; Organization of the Exposure Management Function; Parameters and Constraints on Exposure Management: Theory and practice of Forecasting Exchange Rates –Economic Fundamentals; Financial and Socio-Political Factors; Technical Analysis; Tax Treatment of Foreign Exchange Gains and Losses; FEMA.

PM04EFIN08: INFRASTRUCTURE FINANCE

Project Finance; Infrastructure Finance Vs Project Finance; Evolution of Private and Commercially Financed Infrastructure Projects in India: Structural issues-Dissatisfaction with the performance of existing PSUs, Lack of funds with the Government; Structural finance; risk-participation assistance, types of guarantees, contemporary products, pricing

of Issues-Commercialization/ corporatisation of PSUs with the increased reliance on the capital market, Privatization; Outlook for Infrastructure Projects: Demand for Infrastructure in Future; Supply of Infrastructure Finance; Infrastructure Finance-Scope and Avenues :Business and major players (Global and Indian), Products (Funded and non-funded) – types, mezzanine finance, take-out products-tax implications (10 23 G,80 IA, 36(I) (viii)) Role of FI and banks and shift in portfolio of FI and banks, skills required for career in Infrastructure finance; Process Flow chart of typical Infrastructure projects-Process flow for MOU projects and competitively bid projects; Infrastructure finance-key terms and concepts : Types of projects (BOT, BOOT, BOLT, BOO, LROT, RMOT), Concession on agreements/license agreements & key clauses therein; Key contracts (EPC, O&M Shareholders agreement) & key clauses therein (including diagrammed depicting typical contractual structure), Financial Closure, Role of Independent regulators-tariff fixation and dispute resolution, jurisdiction in each sector and relationship with govt.(coverage would include briefly the function of TAMP, CERC, SERC, TRAI); Risk Analysis-Key risks in Infrastructure finance and litigation, allocation of risk including insurance; Infrastructure projects appraisal in a financial institution; Appraisal process, Generic issues, Internal committees and functions, Sanction/letter of intent, Disbursement and post –disbursement process; Sectoral Outlook: Business process and opportunities for private sector participation sector-wise; Advisory Services; Recent Deals.

LIST OF OPTIONAL PAPERS (ELECTIVE STREAMS)

MARKETING

PM03EMKT01: CONSUMER BEHAVIOUR

Introduction to Consumer Behaviour; Consumer Behaviour and Marketing Strategy; Consumer Involvement and Decision Making; Information Search Process; Evaluative Criteria and Decision Rules; Consumer Motivation; Information Processing and Consumer Perception; Consumer Attitudes and Attitude Change; Influence of Personality and Self Concept on Buying Behaviour; Psychographics and Lifestyle; Reference Group Influence; Diffusion of Innovation and Opinion Leadership Family Decision Making; Industrial Buying Behaviour; Models of Consumer Behaviour; Consumer Behaviour Audit; Consumer Behaviour Studies in India.

PM03EMKT02: SALES AND DISTRIBUTION MANAGEMENT

Sales Management and Personal Selling, Salesman Ship: Preparing for a sales call, sales presentation, handling objections and closing of sales, Theories of selling, Sales Organization: Organisation of sales department, relationship of sales department with other Departments, Sales Force Management: Selection, training and motivation of sales persons, compensation plans, Controlling Sales Personnel and Sales Efforts: Evaluating performance, Sales budget, sales control and cost analysis, Sales Territories and Sales Quotas, Indian distribution system, channel strategy & selection of channels, alternative channel arrangements, Development of dealer network : Dealer selection, motivation & evaluation, logistics for Physical Distribution.

PM03EMKT03: MARKETING RESEARCH AND INFORMATION SYSTEMS

Introduction to the course and problem definition, Research design and source of data, Types of data, Data collection approaches-survey method, observation method, mail

survey, Sampling Design, Measurement, Scaling and Instrument preparation-Questionnaire Design, Sampling Methods , Sampling Size decisions ,Data Preparation and Processing, Analysis and Interpretation of data-Analysis of Differences, Analysis of Experiments, investigation of associations- Factor Analysis, Cluster Analysis, multidimensional scaling, Presentation of Findings, Ethical issues in Marketing Research.

PM03EMKT04: INDUSTRIAL MARKETING

Nature and Scope of Industrial Marketing; Differences between Industrial Marketing and Consumer Marketing; Nature of Demand in Industrial Markets; Industrial Buyer Behaviour; Industrial Purchasing; Marketing Research and Market Information System; Segmentation of Industrial Markets; Technology and the Industrial Markets; Product Decisions and Strategies; Industrial Services; Industrial Pricing; Distribution and Channel Relationships; Logistics Management; Industrial Marketing Communication; Sales Force Management; Industrial Marketing Strategy; Planning and Implementation.

PM03EMKT06: PLANNING AND MANAGING RETAIL BUSINESS

An introduction to the Retailing System, Retailing mix – Social forces – Economic forces – Technology forces – Competitive forces; Retailing definition, Structure, Different formats – marketing concepts in retailing – Consumer purchase behaviour - Cultural and Social group influence on Consumer purchase behaviour; Retail Store Location – Traffic flow and analysis – population and its mobility – exteriors and layout – Customer traffic flows and pattern – Creative display; Merchandise Planning – Stock turns, Credit Management, Retail Pricing, Return on per sq. feet of space – Retail promotions – Staying ahead of competition; Supply Chain Management- Warehousing – Role of IT in supply chain management; Franchising, Direct Marketing/Direct Selling – Exclusive shops – Destination stores – Chain Stores- Discount Stores an other current and emerging formats – issues and options; Retail Equity, Technology in Retailing – Retailing through the Internet.

PM03EMKT07: MARKETING OF SOCIAL SERVICES

Relevance of social services in a developing economy; applications of marketing in social services, e.g. health and family welfare, adult literacy programme, environment protection, social forestry etc., socio-economic-cultural influences on beneficiary system; organizing for marketing social services; beneficiary research and measurement of their perceptions and attitudes; planning and implementation of mass campaigns; beneficiary contact programme; use of print and electronic media in mass communication; diffusion of innovative ideas; geographical expansion strategies in mass contact programme; review and monitoring of marketing strategies of socially relevant programmes.

PM04EMKT01: ADVERTISING MANAGEMENT

PART-I: FOUNDATION: The World Of Advertising, The Role Of Advertising In Marketing ; And Integrated Marketing Communication, the Structure of the Advertising Industry: Advertisers, Agencies, Media Companies, And Support Organizations, advertising And Society

PART-II: PLANNING AND STRATEGY: How Advertising Works he Consumer Audience, strategic Research In Advertising, strategic Planning for, advertising, Ad Objectives and Budgeting

PART-III: ADVERTISING MEDIA: Print and Out of Home Media, Broadcast Media
Interactive Media, Media Planning and Buying.

PART-IV: MESSAGE STRATEGY: Creative Message Strategy, Copywriting, Design and
Production

PART-V: INTEGRATION AND EVALUATION: Direct Response communication. Sales
Promotion, Events, Product Placements, Branded Entertainment and Sponsorships, Special
advertising Situations: Retail, Political, Social and B2B Advertising, evaluation of
effectiveness

PM04EMKT02: BRAND MANAGEMENT

Understanding Brands – Brand Hierarchy, Brand Personality, Brand Image, Brand Identity,
Brand Positioning; Brand Equity; Value addition from Branding – Brand –customer
Relationships, Brand Loyalty and Customer Loyalty; Managing Brands; Brand Creation,
Brand Extensions, Brand –product Relationships, Brand Portfolio, Brand Assessment
through Research – Brand Identity, Position, Image, Personality Assessment and Change;
Brand Revitalization; Financial Aspects of Brands; Branding in Different Sectors : Customer,
Industrial, Retail and Service Brands.

PM04EMKT03: INTERNATIONAL MARKETING

International Marketing – Definition, Concept and Process; Distinctions between
International Trade, International Business and international Marketing, Economic
Environment of International Marketing; Problems and Constraints in International
Marketing, Tariff Barriers, Non-tariff Barriers, International Marketing and World
Environment-Political, Legal, Cultural, Technological factors, Procedure and
Documentation in International Marketing, Registration of Exporters, Shipping and
Transportation, Insurance, Negotiation of Documents, Instruments of Payments – Bills of
Exchange; Letter of Credit , Research in International Marketing, International Marketing
Mix – Identification of Markets, Product Policy, International Product Life Cycle, Promotion
Strategy, Pricing Strategy and Distribution Strategy; Market Entry Strategies, Financial
Decisions in International Market, Currency and Foreign Exchange market, Exchange Rate
System, Financial Institutions.

PM04EMKT04: MARKETING FOR NON-PROFIT ORGANIZATIONS

Scope and Applications of Marketing in the Context of Non-profit Organization; Non-profit
Institutions in Indian Market Context e.g. Police, Public Service, Hospitals, etc.; Setting
Marketing Objectives; Analyzing Socio-cultural Environment Affecting Non-profit
Organizations; Analyzing Beneficiary Behaviour; Market Segmentation and Customer
Targeting; Planning of Marketing Strategy in a Non-profit Organization; Concept of Product
Service Life Cycle; Market Segmentation and Related Issues; Elements of Marketing Mix;
Product and Service Decisions; Pricing Decisions; Distribution and Delivery Strategy;
Promotional and Public Relations Strategy Role of Institutional Image; Monitoring and
Review of Marketing Programme.

PM04EMKT05: MANAGEMENT OF PUBLIC DISTRIBUTION SYSTEM

Meaning and Importance of Distribution in the Marketing of Goods and Services; Distribution Channels; Public Distribution Systems and its Relevance in Developing Economy; Objectives of Public Distribution of Essential Commodities; Structural Aspects of Indian Market; Types of Distribution Systems; Administration of Public Distribution System; Logistics Planning in National Distribution Systems; Cost Control and Economics of Mass Distribution; Maintenance of Quality Standards; Legal and Regulatory Framework; Administered Prices and Public Distribution System; Role of Materials Handling and Storage Technology in Mass Distribution; Conflict Management in Large Scale and Distribution System; Case Studies on Mass Distribution of Essential Commodities Seeds, Family Planning Aids; Cement, Steel, Agricultural Inputs etc.

PM04EMKT06: E-COMMERCE

Introduction to E-commerce: Definition – Forces Fueling E-commerce – Industry framework – types – Internet Service Providers – Internet access Providers – Internet Vs On-line Services; WWW: Concepts – Technology – Applications- electronic Payment Systems: Electronic Payment Technology- Digital Cash- Electronic check – On-line Credit Card – Electronic Commerce and Banking – Changing dynamics in the Banking Industry – Home Banking Implementation Approaches – Open Vs Closed Models – management issues in online Banking – Electronic Commerce and Retailing – changing retail industry Dynamics – Online retailing – Management challenges – Electronic Commerce and online publishing – Online publishing Strategies – Approaches – Advertising and online publishing – Digital copyrights and Electronic publishing; Internets and Supply Chain Management; Supply Chain Management- Managing retail supply chains- Supply chain application software – Internets and Customer asset management – Customer Asset management basics – online sales force – online customer service and support – Technology and Marketing Strategy; Internets and Manufacturing : Integrated logistics; -agile manufacturing – Emerging Business Requirements – Manufacturing Information Systems – Internet Based Manufacturing logistics Management- Internets and Corporate finance : Financial Systems; Financial Internets- Software Modules in financial Information System-Transaction Accounting – Inventory Accounting Payment Management – Treasury and Cash Management- Human Resource Management Systems – Size – Structure of financial Software Markets – The Corporate Digital Library – Intelligent Agents.

PM04EMKT07: STRATEGIC MARKETING

Market Situation Analysis; Analysis of Competitor's Strategies and Estimating their Reaction Pattern and Competitive Position; Market Leader Strategies – Expanding the Total Market; Protecting Market Share, Expanding Market Share; Market Challenger Strategies – Choosing and Attack Strategy, Market Follower Strategies; Market Nicher Strategies; Competitive Market Strategy for Emerging Industries, Declining Industries and Fragmented Industries; Balancing Customer and Competitor Orientations, Industry Segmentation and Competitive Advantage; Product Differentiation and Brand Positioning, Competitive Advantage; Product Differentiation and Brand Positioning; Competitive Pricing, Competitive Advertising, Role of Sales Promotion in Competitive Marketing.

PM04EMKT08: SALES PROMOTION MANAGEMENT

Sales Promotion and Marketing Mix; Nature and Types of Sales Promotion; Consumer Behaviour and Sales Promotion; Deal Prone Consumer; Economic Theories of Promotion; Sales Promotion's Impact on Sales; Evaluation of Sales Promotion Experiments; Choice and

Purchase Timing Models; Manufacturer Promotion Planning Process; Retailer Promotion Planning Process; Strategic Issues in Designing Promotional Strategies; Substantive Findings and Issues on Coupons, Trade Dealings and Retail Promotions.

PM04EMKT05: MARKETING OF SERVICES

New Perspectives on marketing in the Service Economy, Consumer Behavior in a services context, Positioning services in competitive market, Developing Service Products, Distributing Services through Physical and Electronic channels, Setting Prices and Implementing Revenue Management, Promoting Services and educating customer, Designing and Managing Service Processes, Balancing demand and productive capacity, Crafting the services environment, Managing People for service advantage, Managing Relationship and building Loyalty, Complaint Handling and service Recovery, Improving service Quality and Productivity, Striving for Service leadership. Selected Cases related to Marketing of Services.
