

MBA (IB) Part-II Sem-IV
241-Global Strategic Management/MIBM2401T

Course Overview

The objective of the subject is to make students conversant with a set of management guidelines which specify the firm's product-market position, the directions in which the firm seeks to grow and change the competitive tools it will employ, the strengths it will seek to exploit and the weaknesses it will seek to avoid. Strategy is a concept of the firm's business which provides a unifying theme for all its activities.

Course Content:

Group-I:

Defining Strategic Management: Characteristics of Strategic Management, Types and Hierarchy, The Strategic Management Model and process.

Vision and Mission: Importance of Mission and Vision statements, Writing a mission statement.

Environmental Scanning: Internal & External environment. External Audit- Economic, Socio-Cultural, Demographic, Political, Legal and Technological Forces.

Competitive Analysis: Porter's Five Forces Model. The External Factor Evaluation (EFE) Matrix, The Competitive Profile (CPM) Matrix.

Internal Audit: Integrating Strategy and Culture, Management, Marketing, Finance/Accounting, Operations, Research & Development, Management Information System. Mc Kinsey's 7s Framework. The Internal Factor Evaluation (IFE) Matrix.

Group-II:

Strategies in Action: Setting Organizational Objectives. Types of Strategies- Integration, Intensive, Diversification and Defensive Strategies. Porter's Generic Strategies.

Strategy Analysis and Choice: Strategy – Formulation Framework- The Input Stage, The Matching Stage - Environmental Threat and Opportunity Profile (ETOP) Matrix, SWOT Analysis, GE 9 Cell Model, SPACE Matrix, BCG Matrix, The Internal External Matrix, The Grand Strategy Matrix. The Decision Stage – The Quantitative Strategy Planning Matrix (QSPM).

Implementing Strategies: Annual Objectives, Policies, Resource Allocation, Managing Conflict, Matching Structure with Strategy. Managing Resistance to Change, Creating strategy supportive culture. Marketing, Finance, R & D, MIS Issues in Strategy Implementation. Strategy Review and Control.

Note: Students will receive an input of minimum 40 (class) contact hours in each paper. In addition students are also required to undertake a variety of practical assignments and group work under the supervision of the faculty in every paper.

Pedagogy:

The instructor is expected to use leading pedagogical approaches in the class room situation, research-based methodology, innovative instructional methods, extensive use of technology in the class room, online modules of MOOCS, and comprehensive assessment practices to strengthen teaching efforts and improves student learning outcomes.

The instructor of class will engage in a combination of academic reading, analyzing case studies, preparing the weekly assigned reading and exercises, encouraging in class discussion, and live project based learning.

Case/Class Discussions Assignments:

Students will work in groups of up to four to prepare a brief write-up due before the start of each class covering the case study or class material to be discussed in the next session. Questions may include a quantitative analysis of the problem facing the decision-maker in the case.

Class Participation:

Attendance will be taken at each class. Class participation is scored for each student for each class.

Text and Readings:

Students should focus on material presented in lectures. The text should be used to provide further explanation and examples of concepts and techniques discussed in the course:

- Lawrence R. J., William F. G., Business Policy and Strategic Management, McGraw-Hill, 5th Edition.
- John A. P. and Robinson, R.B. Strategic Management, 3rd Edition, A.I.T.B.S. Publications, Delhi.
- Fred R. D.(2005). Strategic Management - Concepts and Cases, Pearson Education, 10th Edition.
- Pearce III, John A, Robinson, Jr. Richard B and Mittal, A " Strategic Management: Formulation, Implementation and Control. Tata McGraw Hill.
- Wheelen, Thomas L.,Hungerdavid J. and Rangarajan Krish, " Concepts in Strategic Management and Business Policy", Person Education, India.
- David, R Fred, " Strategic Management-Concepts and Cases", Person Education, India.
- Hill, Charles W L and Jones Gareth R," An Integrated Approach to Strategic Management" Cengage Learning

Scheme of Examination:

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 50 marks shall be reserved for internal assessment and the remaining 50 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The internal assessment marks shall be based on factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/ discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark sheet
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject

As per RUSA Scheme the syllabus is divided into two parts Group-I & II.

The instructions for external examiners would be as follows:-

- “The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups i.e., I, II, III. The question paper will consist of four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question).”

MBA (IB) Part-II Sem-IV
242-Project Management/MIBM2402T

Course Overview

The subject emphasizes on imparting the knowledge, skills, tools and techniques involved in carrying out project activities so as to ensure that projects are delivered within budget and schedule.

Course Content

Group-I:

Concepts of Project Management: Meaning and Definition of Project, Characteristics of a project, Project Life Cycle Phases, Role of a Project Manager, The Planning Process: Work Breakdown Structure, Cost Planning – tools & techniques, cost estimation, Time Planning – tools & techniques. Project Appraisal: Technical Feasibility, Economic Feasibility, Financial Evaluation, Appraisal Under Risk and Uncertainty, Sensitivity Analysis.

Group-II:

Social Cost Benefit Analysis: Rationale, Fundamentals of Shadow Pricing, Basic approaches to Social Cost Benefit Analysis

Scheduling: Graphic representation of project activities, Network Analysis, Network Techniques: PERT and CPM. Resource Allocation. Control of Projects: control systems, control of constraints – cost and time.

Pedagogy:

Extensive use of technology in the class rooms, Online modules of MOOCs, Research Based teaching, Concerned Article from journals and magazines

Case/Class Discussion in the class:

Students will work in group to prepare a brief write-up due before the start of class covering the Case study. Question in the case study would include the quantitative analysis of the problem solving and decision making.

Class Participation:

Attendance will be taken at each class and class participation is scored for each student for each class.

Text and Readings:

Students should focus on material presented in lectures. The text should be used to provide further explanation and examples of concepts and techniques discussed in the course:

- Harvey Maylor, *Project Management*, Pearson Education, New Delhi, 2nd Edition.
- Prasanna Chandra, *Projects: Planning, Analysis, Selection, Implementation & Review*, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 6th Edition.
- United Nations Industrial Development Organisation, *Guide to Practical Project Appraisal – Social Benefit Cost Analysis in Developing Countries*, Oxford & IBH.
- Jack R. Meredith, *Project Management: A Managerial Approach*, Wiley Publications, 1st Edition.

Scheme of Examination:

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 50 marks shall be reserved for internal assessment and the remaining 50 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The internal assessment marks shall be based on factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/ discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark sheet
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject

As per RUSA Scheme the syllabus is divided into two parts Group-I & II.

The instructions for external examiners would be as follows:-

- “The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups i.e., I, II, III. The question paper will consist of four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question).”

MBA (IB) Part-II Sem-IV

243 - Organizational Psychology in Global Context/MIBM2403T

Course Outcomes: Upon completion of this course, the student will be able to

1. Understand the theoretical framework of Psychology that can be applied to make an organization more effective and efficient and understand the key concepts and principles of Industrial/organizational Psychology in order to have a good 'person- job fit'.
2. Fully comprehend Industrial and Organizational Psychology, a scientific discipline that studies human behaviour in the workplace. They will not only be able to help institutions hire, manage, develop and support employees, but also align employee efforts with business needs. Their knowledge and skills will contribute to outcomes such as better talent to achieve the strategic goals of the organization, reduced turnover, increased productivity, and improved employee engagement.
3. Acquire the necessary interpersonal, behavioural and technical skills for application in managing modern and complex work settings.
4. Understand how key industrial and organizational issues impact organizations i.e., issues such as selection, performance management, human needs, individual behaviour, leadership, motivation, organizational culture, work teams, and work attitudes.
5. Understand how gender and gender issues are relevant to modern global organizations and be able to resolve issues arising out of gender differences, stress and work life balance etc.

Course Content

Group-I:

Psychology: Nature and Scope, Psychology and Management, Organizational/Industrial Psychology Nature and Scope.

Individual Differences and Behaviour: Personality Differences.

Human Needs and their Implications for an Organization.

Personnel Selection Importance of Testing Techniques, Psychological and Projective Tests.

Employee Training & Development, Performance Management and Feedback.

Job Satisfaction: Importance and Measurement.

Leadership Development: Transformational. Authentic, By Walking around and Level Five Leadership. **Human side of mergers & Acquisitions**,

Employee Attrition: Issues and Strategies.

Group-II:

Psychological Contract: Breach of Psychological Contract, its Implications.

Psychological Labour: Implications for Employees.

Occupational Stress. Work-life Balance. Occupational Health and well-being.

Organizational Justice: Aggression at workplace, Bullying.

Diversity and discrimination Issues at Workplace: Managing Diversity. Gender Issues: Glass Ceiling and Its Implications and Remedies

Frustration: Symptoms, Causes and Remedies.

Note: Students will receive an input of minimum 40 (class) contact hours for this paper.

Pedagogy:

The teacher is expected to use leading pedagogical approaches in the class room situation and comprehensive assessment practices to strengthen teaching efforts and improve student learning outcomes. The teacher will engage students in various activities, analyzing case studies and encouraging student in class discussion and class assignments.

Class Assignments and Attendance:

The teacher must include research-based assignments, role playing and simulation in the class. Continuous evaluation of students must be carried out using the above criteria. A minimum of 75% of classroom attendance is required in each subject

Recommended Texts and Reading:

The following books can be used to further the knowledge gained in the class.

- H.L. Kaila, (2015). *Industrial Psychology*, The Associated Publishers, 1st Edition.
- Cary L. Cooper and Edwin A. Locke (2006). *Industrial and Organizational Psychology*, Blackwell Publishing
- Paul E. Spector (2016) *Industrial and Organizational Psychology: Research and Practice*, Wiley
- Joseph Tiffin, Ernest J. McCormick, and Daniel R. Ilgen.(1987). *Industrial Psychology*, Prentice hall of India Pvt. Ltd., New Delhi.
- Michael G. Aamodt,(2008). *Industrial / Organizational Psychology*, Cengage Learning.
- Wayne Weiten and Margaret A. Lloyd (2007). 8th Edition.

Scheme of Examination:

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 50 marks shall be reserved for internal assessment and the remaining 50 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The internal assessment marks shall be based on factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/ discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet.
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. **The instructions for external examiners** would be as follows:-

- “The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups i.e., I, II, III. The question paper will consist of four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question).”

MBA (IB) Part-II Sem-IV
244-Consumer Behavior/MIBM2404T

Course Overview:

Upon the satisfactory completion of this course the students will be able to:

1. understand the theory of consumer and industrial buyer behavior;
2. be able to recognize and apply appropriate theory in order to solve practical marketing and product management problems;
3. understand how information and communication flows, and external influences can affect purchasing decisions;
4. be able to analyze general marketing strategy and provide advice on basic consumer/industrial buyer behavior issues.

Course Content

Group-I:

Macro and micro aspects of consumer Behavior and their relevance to Indian economy. Consumer Behavior and Marketing Strategy, External Influences: cross- cultural variations in Consumer Behavior, Social class and its influence on Consumer Behavior, group dynamics and consumer reference groups, the household life cycle, Family decision making. Internal Influences: consumer needs and motives, personality and Consumer Behavior, consumer perception and marketing strategy, learning, memory and product positioning.

Group-II:

Consumer Attitude: Attitude formation and change, communication, self-concept and its applications, psychographics and life style.

Personal influence and opinion leadership–diffusion of innovations: the diffusion process, the adoption process – consumer decision making process–levels, models, information search, evaluation criteria, post-purchase Behavior–Consumer expectation and satisfaction–managing dissonance.

Pedagogy:

Extensive use of technology in the class rooms, Online modules of MOOCs, Research Based teaching, Concerned Article from journals and magazines

Case/Class Discussion in the class:

Students will work in group to prepare a brief write-up due before the start of class covering the Case study. Question in the case study would include the quantitative analysis of the problem solving and decision making.

Class Participation:

Attendance will be taken at each class and class participation is scored for each student for each class.

Recommended Texts

- Schiffman & Kumar (2015), Consumer Behaviour 11th Edition, Pearson Education India.
- Kumar Leon G., Schiffman, Joe, Wisenblit;S. Ramesh (2018), Consumer Behavior, Twelfth Edition, Pearson Education India.
- Varsha Jain, Jagdish Sheth, Don E. Schultz (2019), Consumer Behavior - A Digital Native, First Edition, Pearson Education India.
- David L Mothersbaugh, Del I. Hawkins, Amit Mookerjee (2019), Consumer Behavior : Building Marketing Strategies, 13th Edition, McGraw-Hill;

Scheme of Examination:

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 50 marks shall be reserved for internal assessment and the remaining 50 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The internal assessment marks shall be based on factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/ discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark sheet
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject

As per RUSA Scheme the syllabus is divided into two parts Group-I & II.

The instructions for external examiners would be as follows:-

- “The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups i.e., I, II, III. The question paper will consist of four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question).”

MBA (IB) Part-II Sem-IV
245 Financial Engineering/MIBM2405T

Course Overview

The objective of this course is to give advanced level inputs to the students of finance. After the study of the paper, students should be able to design, develop and implement innovations in instruments and processes. The subject will also help formulate creative solutions to problem in finance.

Course Syllabus

Group-I:

Introduction: Introduction to financial markets and financial engineering. Review of prerequisites. Analysis of deterministic cash flows. Interest rates. **Forward and Futures Contracts:** Forward contracts. Futures contracts. Arbitrage arguments. Pricing by arbitrage. Investing, trading, hedging and arbitrage applications. Foreign exchange, equity, and commodity markets. Swaps.

Introduction to Options: Options basics. Arbitrage relationships. Trading strategies with options.

Group-II:

The Binomial Model: The binomial model of asset price dynamics. Dynamic replication and hedging. Risk neutral valuation. Pricing and hedging options in the binomial model. **The Black-Scholes-Merton Model:** Brownian motion. The geometric Brownian motion model of asset price dynamics. Lognormal distribution. Convergence of the binomial model to the Black-Scholes-Merton model in the continuous-time limit. Dynamic hedging. Risk-neutral valuation. The Black-Scholes-Merton option pricing formula and its applications in equity, currency, and commodity markets.

Market and Credit Risk Management: Market risk management. Risk management of derivatives portfolios. Credit risk: probability of default and loss-given-default.

Note: Students will receive an input of minimum 40 (class) contact hours in each paper. In addition students are also required to undertake a variety of practical assignments and group work under the supervision of the faculty in every paper.

Pedagogy

The instructor is expected to use leading pedagogical approaches in the class room situation, research-based methodology, innovative instructional methods, extensive use of technology in the class room, online modules of MOOCS, and comprehensive assessment practices to strengthen teaching efforts and improves student learning outcomes.

The instructor of class will engage in a combination of academic reading, analyzing case studies, preparing the weekly assigned reading and exercises, encouraging in class discussion, and live project based learning.

The instructor of the class will engage in a combination of academic reading, analyzing case studies, preparing the weekly assigned readings, encouraging in the class discussions, and live project based learning.

Class Discussion Assignments:

Students will work in groups of upto four to prepare a brief write-up die before the start of each the case study of class material to be discussed in the next session. Questions may include a quantitative analysis of the problem facing the decision-maker in the case.

Class Participation

Attendance will be taken at each class and class participation is scored for each student for each class

Recommended Texts and Readings:

John C. Hull, Options, Futures, and Other Derivatives, 10th Edition, Prentice-Hall/Pearson.

John F. Marshall: Financial Engineering, Prentice Hall, New Delhi-2009.

Salih N. Neftci: Principles of Financial Engineering, Second Edition.

Tanya S. Beder, Cara M. Marshall Financial Engineering: The Evolution of a Profession, May 2011

Scheme of Examination:

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The instructions for external examiners would be as follows:-

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MBA (IB) Part-II Sem-IV

246-Seminar on Export Documentation and Logistics/MIBM2406T

Course Overview

Seminars promote thinking and creativity among students as they participate in the discussions. The interactive ensures a much deeper understanding of the material that would otherwise be missed during an ordinary class. Employers are demanding graduates with excellent communication (written, oral and listening) skills. Thus a student presentation in a classroom becomes an important element in delivering positive learning experiences. Seminars help students to collect, inquire, organise & construct information. The Various new concepts in International business environment and management would be taken up in presentations by the students in this class.

Group-I:

Definition & Meaning Export Management and Procedure – How to set up and Export Company, Categories of an Exporter, Procedure for obtaining IEC and RCMC, Various Export Promotion Organization i.e. EPC, CB's. Export sales contract, Export order, processing and Scrutiny of an Export order, Execution of an Export Order.

Payment Terms- Payments terms for Settlement of export import transaction, Letter of credit, its contents and types of LC, Uniform Customs Procedures for Documentary Credits (UCPDC).

Documentation- different export documents required for export, Custom clearance procedure, Role of custom house agents, shipping and customs formalities, Marine insurance.

Group-II:

Foreign Trade Logistics- Introduction to global logistics, Different modes of shipment, Different modes of operation of shipping, Different modes of transport, Multi modal transport system, Chartering practice, Conference system, Containerization FCL/LCL, CFS, ICD, Third party logistics service providers, CHA, FFA, C&FA, Ship operating agent. Introduction to port operation, harbour facility, terminal facility, Customs bonded warehouses.

warehouses. Freight – types and application, freight consolidation. Introduction to customs procedures, Application of information technology in logistics.

Cargo Insurance – Introduction to need and importance of marine insurance, Basic principles of insurance applicable to cargo clause A, B & C, Ocean air and transit clause, Insurance claim procedures, documentation and time limit.

Pedagogy:

The instructor would be guiding students in preparing seminar reports and presentations. Each student has to select a topic from the broad areas outlined in the syllabus. Seminar report has to be submitted in the form of hard copy by each student and they are supposed to present it in individually in the class. Students are supposed to make effective presentations by using multimedia (Power Point Presentations, Audio and Visuals).

Class Participation:

Class participation includes asking questions to the presenter after presentation is over and also adding views to the topic. (By the class as well as by the Teacher). Class participation is scored for each student for each class.

Recommended Text Books:

- Gargi, S. (2017). Financing International Trade. New Delhi: Sage Publications India Pvt. Ltd.
- Paul, Justin, Aserkar, Rajiv (2012). Export Import Management. Oxford University Press. 7th Edition.
- S. Shiva Ramu V.K. Bhalla (2003). International Business: Environment and Management, Anmol Publications Pvt. Ltd. 7th Revised Edition.

Scheme of Evaluation:

- English shall be the medium for report writing and presentation.
- Seminar subject carries 100 marks of internal assessment and there will be no external examination for subject. The break-up of 100 marks is as follows:
 - a. Report Writing - 25 marks
 - b. Presentation - 25 marks
 - c. Question Handling - 15 marks
 - d. Class Participation/Attendance- 25 marks
 - e. Chairperson - 05 marks
 - f. Reporting - 05 marks.

MBA (IB) Part-II Sem-IV
247-Dissertation-II/MIBM2407T

Maximum Marks: 50

Dissertation-II

Students would be required to continue and complete their project work via Data Collection, Analysis on their chosen research topic as finalised in the 3rd Semester. They would also be required to submit a complete project report under the guidance of their allocated supervisor. The project report would be evaluated by external examiner(s).