COURSE CURRICULUM & REGULATIONS GOVERNING
MASTER OF BUSINESS ADMINISTRATION (MBA)
DEGREE COURSE
W.E.F 2011

REGULATIONS

1. Course Title
The course shall be called 'Master of Business Administration Degree Course'. The duration of the course is two years consisting of four semesters; two semesters in each year. A candidate joining the course shall pursue prescribed courses of studies.

2. Eligibility for Admission
Any graduate or postgraduate in arts, science, commerce, business management, allied sciences, engineering and technology, medical sciences of this University or from any other university considered equivalent thereto shall be eligible for admission to the course. Further the applicant shall have a minimum of 50% in the qualifying examination. A relaxation of 5% is available for SC/ST & Cat-I candidates. Selection of candidates to the course shall be done as per rules of the University and Government of Karnataka.

3. Course Content and Instruction
a) Course Content: The course comprises of subjects of study, internship, project work and field work as prescribed.
Pedagogy includes lectures, case studies, group discussions, quizzes, seminars, computer practicals, summer internship, factory visits etc.
b) Summer Internship: After the second semester examination students shall undertake team based summer internship and prepare a report under the guidance of a faculty member. The report shall be submitted before the commencement of the third semester failing which the student shall not be permitted to join the third semester.
c) Final Project: During the third and fourth semesters each student shall undertake project work and prepare project report strictly in accordance with the guidelines in their elective area under the supervision of a faculty. The students are required to maintain a project work dairy to be submitted for evaluation. The project report must be submitted before the commencement of the fourth semester examination, failing which the student shall not be permitted to appear for the examination.

4. Attendance and Conduct
The Course is a full time course and students SHALL NOT take up any employment/course, part time or full time during their study. Students found violating this rule shall be removed from the course. Minimum attendance of 75% of actual working hours is required in each paper. A student who does not satisfy the requirements of attendance and conduct shall not be permitted to write the examination in the concerned subject.

5. Examination
Each subject is divided into internal assessment (IA) and end of term examination with marks allocated as shown in the table. Internal assessment must be spread over sixteen weeks allowing reasonable interval between assessments. IA marks shall be awarded on the basis of announced and surprise tests, term papers / seminars / quizzes / case discussions and computer practicals. The breakup of assessment marks will be as follows:

a. Announced test – 05 Marks
b. Surprise test – 05 Marks
c. Term paper / seminar / case discussion – 10 Marks
d. Viva-voce – 05 Marks

Total – 25 Marks

There shall be a term end examination of 3 hours duration for each subject at the end of each semester (excepting project report).

6. Evaluation of Project Reports
1. Summer internship report and project work diary are evaluated for 50 marks through internal valuation.
2. Students shall have to submit a work dairy and synopsis of the proposed project work, to be evaluated for 50 marks by the concerned guide, before the commencement of third semester examination failing which he/she will not be allowed to appear for the third semester examination.
3. Each project report is evaluated for 75 marks by internal and external examiners. The guide ordinarily shall be the internal examiner.
4. A viva-voce for 25 marks will be conducted by a board of three members constituted by the Chairman, BOE from the approved list of examiners.

7. Declaration of Results
The declaration of results shall be made as follows:

a. Minimum for a pass is 40% of the marks in each examination paper and 50% of the marks in the aggregate of four semesters. There is no minimum for internal assessment, and summer internship report.
b. The minimum for a pass in Final project report is 30/75 marks and there is no minimum for viva-voce.
c. Carryover is permitted as per University regulations.
d. Declaration of grades shall be done after the fourth semester examination on the basis of aggregate marks of all semesters. The declaration shall be made as follows:

Grade A1 – 70% and above in the aggregate
Grade A – 60% and above but less than 70% in the aggregate.
Grade B – 50% and above but less than 60% in the aggregate
Grade F – Less than 50% in the aggregate (FAIL)

Declaration of results in the case of REPEATERS shall be done according to general rules of the University.

B.N. Bahadur Institute of Management Sciences, Manasagangotri, University of Mysore, Mysore.
## COURSE CURRICULUM & REGULATIONS GOVERNING

**MASTER OF BUSINESS ADMINISTRATION (MBA) DEGREE COURSE**

### COURSE STRUCTURE

<table>
<thead>
<tr>
<th>Sl No</th>
<th>Subjects</th>
<th>Credits* (L+P/S/F)</th>
<th>Marks</th>
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<td>Intl. Asst.</td>
<td>End Term</td>
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<td>P/S/F</td>
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<tr>
<td>1.</td>
<td>Management Concepts &amp; Theories</td>
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<td>2.</td>
<td>Organizational Behaviour</td>
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<td>1</td>
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<td>3.</td>
<td>Business Environment</td>
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<td>4.</td>
<td>Managerial Communication</td>
<td>1</td>
<td>2</td>
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<td>5.</td>
<td>Managerial Accounting</td>
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<td>6.</td>
<td>Managerial Economics</td>
<td>2</td>
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<td>7.</td>
<td>Statistics for Management</td>
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<td><strong>Total</strong></td>
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<td><strong>11</strong></td>
<td><strong>10</strong></td>
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- **First Semester**
- **Second Semester**
- **Third Semester**
- **Fourth Semester**

### Elective Areas:
1. Marketing (M)
2. Finance (F)
3. Human Resource Management (HRM)
4. International Business (IB)
5. Information Systems (IS)
6. Tourism & Travel Management (TTM)
7. Health Care Management (HCM)
8. Small Business Management & Entrepreneurship (SBM&E)
9. Retailing & Supply Chain Management (R&SCM)
10. Banking & Insurance (B&I)

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*B= Lecture – 1 hour of lecture per week for 15 weeks = 1 credit
P/S/F=Practicals/Seminars/Field Work – 2 hours of practicals / seminars / field work per week for 15 weeks = 1 credit

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B.N. Bahadur Institute of Management Sciences, Manasagangotri, University of Mysore, Mysore.
SYLLABUS

FIRST SEMESTER

1.1 Management Concepts & Theories

1. Management: definitions, nature and scope of management, functions and process of management, evolution of management theory from Taylor, Fayol, Drucker to the present. Growth of professional management in India. Ethics in management.

2. Managerial Planning: planning process, types of plans, strategic vs. operational plans, models of strategy formulation, linking strategy to structure.

3. Decision Making: managerial decision-making process and models, steps in rational decision-making, creativity and group decision-making.

4. Organizations: organizational theories and design, various forms of organization structures, span of management principles of coordination, authority, power, delegation and decentralization.

5. Managerial Control: relationship between planning and control - limitations of control, types of control systems and techniques - management by exception, budgetary control, functional and dysfunctional aspects of budgetary control, internal control systems, internal audit and management audit.

References:
- Introduction to Management - Fred Luthans-McGraw
- The Practice of Management - Peter F. Drucker
- Management - Stoner, Freemen and Gilbert
- Management - Griffin
- Management - Holt
- Management - Tasks and Responsibilities - Peter, F. Drucker
- Professional management - Theo Haimann
- Organization Theory and Design - Richard L. Draft
- Management - Richard L. Draft
- People and Performance by Peter F. Drucker

1.2 Organizational Behavior


2. Individual Dimensions in Organizational Behavior: individual differences – perceptions, interests, aptitude, attitude, learning, personality, creativity.

3. Group Dynamics: group behavior, team development, group cohesiveness – group decision making process. Effective teams, organizational conflicts, & conflict resolution, interpersonal skills, Johari Window and transactional analysis.


References:
- Organizational Behavior - Robbins.
- Organizational Behavior - Fred Luthans
- Human Behavior at Work - Keith Davis
- Organizational Theory and Design - Daft
- The Fifth Discipline - Peter Senge
- The Seven Habits of highly Effective People - Stephen Covey
- Understanding Organizational Behaviour – Uday Parekh
- The Five Minds-Howard Gardner
- All the books by Edward De Bono
- Work in the 21st Century – Landy and Jeffrey

Business Environment


2. Economic Structure of India: economic planning in India, transition from mixed economy to a market economy, outlines of Public and Private sectors. Characteristics of industrial, service and agricultural sectors. Regional and sectoral imbalances, Dualism, Trends in GDP.

B.N. Bahadur Institute of Management Sciences, Manasagangotri, University of Mysore, Mysore.
3. Monetary and Fiscal System of India: overview of India's monetary policy, fiscal policy, role of RBI, the banking sector, Indian financial system, money market and capital markets, stock exchanges and stock market reforms in India. Industrial finance in India – role of development financial Institutions and commercial banks, NBFC's, financing of exports and imports, EXIM and ECGC. Issues in taxation and government expenditure – FRBM Act, the problem of fiscal deficit.


5. International Business Environment: India as a player in the International market place – its position and prospects, the role of multi-national companies in India. FDI & FIIs in India.

References:
- Business Environment – C.A. Francis
- Ethical choices - shekar
- India Development Reports
- India in Transition – Jagdish Bhagwathi
- India's Economic policy – Bimal Jalan
- Is there a Indian way of thinking – A.K. Ramanujam
- A Million Mutinies- V.S. Naipaul
- International Business Environment by Daniels & Radbaugh
- Fiscal Policy, Public Policy and Governance – Shome, Partha Sarathi
- Eight Lectures on India's Economic Reforms – Srinivasan, T.N
- Fiscal Policy Developments in India 1950-2000 – Sury
- India’s Economic Performance and Reforms: A Perspective for the New Millennium – Swamy, Subramanian
- Imagining in India – Nandan Nilekani

1.3 Managerial Communication

1. Introduction: nature of managerial communication, the communication process. Effective communication and barriers to communication, communication skills; writing, reading, logic, analysis and listening

2. Communication for Problem Solving: problem solving—communication model for case analysis and reporting in detail. Group discussion, in-class or workshop exercises and assignments.

3. Writing Skills: exercises in drafting letters, memos, e-mail, proposals, resume writing, reports and executive summaries. The structure and process of creating business messages.

4. Oral Communication: exercises in speaking, discussing, listening and negotiating, body language and kinesics, business etiquettes.


References:
- Better Business Communication – Denish Murphy
- Written Executive Communication - Shorter
- MLA’s Handbook.
- Business Research Methods- Cooper and Schneider
- Business Research Methods - Zikmund

1.5 Managerial Accounting

1. Introduction to Accounting: meaning, accounting concepts and conventions – Financial Accounting V/s Management Accounting – Recording, classifying and summarizing business transactions leading to preparation of final accounts of sole proprietary, merchandizing manufacturing and service businesses using Excel.


References:
- Introduction of Management Accounting- Horngren, Sundem, Straton.
- Cost and Managerial Accounting - Duncan Williamson
- Cost accounting for Business Managers-Asish K Bhattacharyya.
- Management and Cost Accounting- Colin Drury
- Management Accounting – Hensen Mowen
- Financial Analysis and Modelling – Chandan Sen Gupttha
1.6 Managerial Economics

1. Managerial Economics: introduction, basic concepts, application in business decision-making. Demand and Supply Analysis, determinants, equilibrium, elasticity, demand forecasting and estimating methods.

2. Theory of consumer behavior: consumer preferences, indifference curves, budget constraint, utility maximization and the derivation of the consumer demand curve.

3. Production and Cost Analysis: production functions-cost functions, and profit functions, total, average and marginal costs, returns to factors and scale, short run vs long run decisions, derivation of the supply curve.


References:
- Managerial Economics - Dominick Salvatore.
- Managerial Economics - Gupta and Mote
- Economics - Samuelson & Nordhaus
- Managerial Economics by Peterson and Lewis
- Micro Economics - Dominick Salvatore
- Macro Economics - Palmer and others
- Macro Economics - Koutinyas

1.7 Statistics for Management


2. Correlation and regression: multiple correlation - basic probability concepts - conditional probability - Bayes theorem - use MS excel PH STAT2.


4. Statistical Decision Theory: hypothesis testing for means and proportions and for difference of means and proportions - analysis of variance.

5. Sampling: sampling techniques, random sampling, random numbers table, Monte Carlo simulation, Chi-square tests, time series forecasting, hands-on with MS excel.

References:
- Statistics for Managers – using Microsoft excel – Levine, Stephan & others
- Statistics for Management – Richard Levin and Rubin [excel version]
- Statistics – Murray Spiegel, Schaum Series
- Probability and Statistics – Murray Speigel, Schaum Series
- Quantitative Business Analysis – Text & Cases – Samul Bodiley & others
- Business Statistics – Kazmier, Schaum Series
- Basic Business Statistics – Bereuram and Levine
- Quantitative Methods – Anderson, Sweeney & William

SECOND SEMESTER

2.1 Marketing Management


5. Promotion and Place Mix: elements of promotion mix, Marketing communication process. Publicity, Advertising and public relations.

B.N. Bahadur Institute of Management Sciences, Manasagangotri, University of Mysore, Mysore.
2.2 Human Resource Management

1. Perspectives in HRM: role of HR managers, sub-systems of HRM, HR functions and policies. Organization for HRM, Development of HRM in India, Recent trends in HRM, Impact of globalization on HRM.


References:
- HR and Personnel Management – Keith Davis
- Personnel Management – Flippo
- Human Resource Management – Pattanaik
- Human Resource Management – Micheal Armstrong
- Human Resource Management – Gary Desseler

2.3 Corporate Finance


4. Capital Structure Theories: traditional view vs MM hypothesis, MM position I &II. Capital structure designing in practice – EBIT- EPS analysis, the pecking order theory. Dividend decisions, Relevance vs irrelevance of dividends.


References:
- Financial Management – Prasanna Chandra
- Corporate Finance – Brigham and Erhardt
- Corporate Finance – Ross, Westfield & Jaffer

2.4 Quantitative Methods

1. Scientific methods: induction, deduction, theory, concepts, constructs, definitions, variables, models, laws, hypothesis, syllogism, levels of abstraction. Fallacies of reasoning. The nature of research in Management, Exercises in writing a research proposal.

2. Principles of research design: types of basic research methods and secondary research methods, sampling design, measurement and measurement scales. Data collection methods, observational studies, experimentation. Qualitative methods of research.

4. **Linear programming**: types of linear programming, simplex method, primal and dual, sensitivity analysis, resource allocation, production planning, product mix and capital budgeting decisions using softwares.

5. **Transportation and assignment problem**: sequencing problems, decision making under risk and uncertainty, decision trees. MS excel solver for all the above models

**References**:
- Business Research Methods – Zikmund
- Marketing Research – Malhotra N.K.
- Business Research Methods – Donald R. Coopers and Schindler
- Foundations of Behavioural Research – F.N. Kerlinger
- MLA Handbook for Researchers – MLA Association
- APA Manual
- Social Research Methods – Bryan
- Case Study Method of research – Robert K Yin
- Designing Qualitative research – Marshall and Rossman
- Research Design & Methods – Kennet G. Bordeaux & Others
- Marketing Research with SPSS – Corl Mc. Daniel & Gates
- Marketing Research – Churchil & Lacobucci

### 2.5 Legal Aspects of Business

1. **Outlines**: Industries Development and Regulation Act (IDRA), Competition Act. Foreign exchange management act. (FEMA)

2. **Outlines**: company Law, provisions of Indian Companies Act 1956 relating to incorporation, management and administration. Filing of returns, Remedies against mismanagement and oppression. Powers of investigation by the Government. Issues relating to good corporate governance.

3. **Outlines**: intellectual property rights, Patents and Trademarks Act, copy rights act, geographical appellation,


5. **Outlines**: consumer protection act and Information technology act.

**References**:
- Business Law for Management – K.R. Bulchandani
- Business Environment: Texts and Cases – Francis Cherunilam
- Business and Corporate Laws – S.S. Gulshan and G.K. Kapoor
- Bare Acts of respective legislations.

### 2.6 Operations Management


2. **Plant Location and Types of Plant Layout**: product planning and control – Inventory planning and control – Materials requirements planning – Planning production in aggregate terms.


5. **Supply Chain Management**: concept of SCM. Operating model for supply chain. Managing the external and internal supply chain. Global SCM and sourcing.

**References**:
- Production and Operation Analysis – Steven Nahmas
- Cases in Production / Operations Management – K.N. Krishnaswamy

### 2.7 Management Information Systems

1. **Information Systems**: data vs Information, Strategic role of information in management. Organization as an information system. TPS, MIS, DSS, ESS, OAS. Networking concepts, telecommunications networks.

2. **Systems Development**: the concept of systems development life cycle (SDLC), Types of SDLC, Use of flow charts.


5. Practicals on ERP -. Functional modules in business.

References:
- MIS – Kennett G. Lauden and Jane P. Lauden
- MIS – James A. O’Brien
- MIS-C.S.V.Murthy
- Computer Today – S.K. Basudev
- ERP Concepts – V.K. Garg

THIRD SEMESTER

3.1 Project Management

1. Project Management: concepts & key terms, evolution of integrated project management system, aligning projects with organization strategy, effective project portfolio management system, project life cycle, feasibilities of projects-different forms of project contracting.

2. Project Scope Management: defining project scope, creating work break down structure (WBS), project roll up, process break down structure, responsibility matrix.


4. Project Risk Management: contingency planning, scheduling resources, reducing project duration.

5. Project Team Management: building high-performance project teams, managing virtual project teams, project control process. Performance measurement and evaluation, project quality, planning, quality assurance, quality audit, project closure, post completion audit.

References:
- Project Management – Clifford Gray & Larson
- The practice and theory of project management creating value through change – Newton, Richard – 2009, Hampshire, Palgrave Pub
- Effective project Management – Clements, James P & Gido Jack – 2006, New Delhi, Cengage Learning

- Project Management – Harvey Maylor – 1999, New Delhi, Macmillan pub
- www.pmi.org

3.2 Entrepreneurship

1. Foundations of Entrepreneurship: nature of Entrepreneurship, social & cultural factors in nurturing entrepreneurship, Institutional support for promoting entrepreneurship in India, role of Universities & Colleges, CSIR labs. Case study of incubation


3. Venture Capital: valuing and financing a venture, stages of venture development and financing, venture capital firms (VC’s) venture expansion strategies.

4. Rural & social entrepreneurship: potential for entrepreneurship in rural India, SHGs, micro credit etc., Case studies of rural & social entrepreneurship in India.

5. Entrepreneurs in India: family businesses, new generation entrepreneurs, women entrepreneurs.

References:
- Entrepreneurship – Prof. T.V.Rao
- Entrepreneurship – Hisrich & Peter
- Stay hungry stay foolish-Rashmi Bhansal
- Entrepreneurship-Mathew J Manimala
- Indians new capitalist – Harish Damodaran
- Business Maharaja’s – Geetha Peramal

ELECTIVE PAPERS

MARKETING

3.3 Elective MM 1: Consumer Behavior and Marketing

Research

1. Consumer Behavior: introduction, Factors influencing consumer behaviour, Personality, Psychographics, Family, Society, Values of perception, Attitude and life styles. Different models of consumer

B.N. Bahadur Institute of Management Sciences, Manasagangotri, University of Mysore, Mysore.
3.4 Elective MM 2: Sales and Logistics Management

1. Sales Management: objectives of sales management, Personal selling process, Developing personal selling strategies, Organizing the sales force – Types of sales organizations – Determining the kind of sales force and Size of the sales force. Qualities of sales executives.

2. Managing the Sales Force: effective Recruiting, Selecting and Training the sales force. Time and territory management, Sales territories and Sales Quotas – Compensating sales force, Motivating the sales force – Controlling the sales force –Evaluating the sales force.


5. Logistics Strategy: logistics information system, Organizing for effective logistics, Implementing logistics strategy – Computer packages used in logistics. Retailing and wholesaling, sales and logistics for rural markets.

References:

- Professional Sales Management – R.E. Anderson, Joseph F. Har, Alan J. Bash
- Marketing Channels – Louis W. Stern, Adel I. ER – Ansary, T. Coughlan
- Logistics Management – Donald J.B. and D.J. Closs
- Logistics and Supply Chain Management – Martin Christopher
- Sales Management – Analysis and Decisions Making – Thomas N. Ingram
- Managing Supply Chain – J.L. Gattorn and D.W. Waldis

3.5 Elective MM 3: Advertising and Sales Promotion Management

1. Promotion Mix: elements of marketing promotion mix, Advertising, Publicity, Personal selling, Public relations and Sales promotion, Determinants of promotion mix.

2. Advertising: types of advertisement, advertise ability and advertising aids, Advertising planning and decision making.


5. Advertising Agencies: profile of major advertising agencies in India and abroad, Rural advertising, social advertising, ethics in advertising, advertising standards council of India (ASCI).
References:
- Advertisement and Promotion – Belch and Belch
- Advertising – Aaker and Batra
- Advertising Management – Chunawalla
- Advertising Management – Write and Ziegler
- Contemporary Advertising – Williams Arens
- Advertising Management – Rajeek Batra, John G. Myer, David Aker
- Advertising Planning & Implementation – Sangeeta Sharma & Raghuvir Singh
- Advertising Principles and Practice – Wells, Moriarty, Burnett
- Advertising Management – Jaisri Jethwa, Shruthi Jain
- Marketing Communication – Dahlen

FINANCE

3.3 Elective FM 1: Advanced Capital Budgeting


2. Ranking Projects: NPV vs IRR Conflicts, Fisher’s rate of intersection, Multiple IRRs, MIRR, Optimal decision under capital rationing


3.4 Elective FM 2: Advanced Capital Structure Theories


2. Principal Agent Conflict and Financial Strategies: introduction, Limited liability and the separation of ownership and control, role of management with diffuse ownership. Classic directive to management, extended stakeholders, Conflicts of interest, Contracts and a revised directive.

3. Information Asymmetry and the Markets for Corporate Securities: introduction, Theories of the effects of information asymmetry, Valuation of traded equity under asymmetric information, Information asymmetry and the Quality of the market for a firm’s equity, optimal ownership structure.

4. Leverage Decision: introduction. Corporate and personal taxation, Modifying MM propositions to account for corporate taxes, Traditional trade-off theory, Agency theory and leverage decision, Asymmetric information and leverage, balancing agency costs with information asymmetry.


3.5 Elective FM 3: Portfolio Management

1. Market efficiency: random walk and the efficient market hypothesis, Empirical testing of Efficient Market Hypothesis (EMH), Portfolio Theory – Capital allocation between the risky asset and the risk free asset, Optimal risky portfolios-Markowitz model Vs Stochastic Dominance Analysis (SDA), Equilibrium in capital markets – Capital asset pricing model, Index models and Arbitrage pricing theory and multifactor models of risk and return.

2. Fixed Income Securities: bond Prices and yield – Bond Characteristics and Types, Bond Pricing, Bond yield, Term Structure of Interest rate, Interest rate risk-interest rate sensitivity, duration, convexity and immunization.

3. Fundamental Analysis: economic analysis, Industry analysis, Company analysis, Forecasting company earnings, Valuation of companies,

4. Technical Analysis: market indicators, Forecasting individual stock performance, Techniques, Types of charts, Dow theory, Relative strength, Contrary opinion, Moving average, Conference index, Trading volume, Concept of depth, breadth and resilience of the market.

5. Active Portfolio Management: portfolio performance evaluation – measuring investment return, conventional theory of performance evaluation, M2 and T2 market timing, performance attribution procedures, style analysis and morning star’s, risk adjusted rating. Active portfolio construction using Treynor – Black model
3.3 Elective HRM 1: Human Resource Development

1. **Human Resource Development**: sub systems of HRD & OD, HRM and HRD, Emerging trends in HRD, HRD in IT industry, public sector, government organizations, and NGOs.


4. **Career Planning and Development**: meaning and process – Career path, Career width and Length – Succession planning – Career Development.

5. **Learning and development in knowledge setting**: learning in a knowledge environment, creating a holistic developmental approach, developing social capital, developing knowledge leadership capabilities, project-based learning, working with technology, building a comprehensive knowledge development strategy, planning for individual development.

**References**:
- *Human Resource Management* – Satyadian S. Mirza

**3.4 Elective HRM 2: Organizational Change and Development**

1. **Organizational Change**: planned organizational change, Change agents, Dynamics of resistance to change, Planned change. Quality work life.
2. **Organization Development**: history of Organization, Development – Values – Assumptions – Beliefs in organization development.
5. **Key Considerations and Issues**: issues in consultant – Client relationships – System ramifications – Power, politics and organization development – Research in organization development

**References**:
- *Organization Development* – Franch and Bell;
- *Organization Behaviour* – Fred Luthans
- *Human Behaviour at Work* – Keith Davis; *Organizational Design for Excellence* – Khandawalla
- *Organizational intelligence* – Silber Kearnly
- *The dance of change* – Peter Senge and others
- *The fifth discipline* – Peter Senge

**3.5 Elective HRM 3: Training and Development**

1. **Training**: introduction, Importance of training, Advantages of training. Training challenges, Changing workplace and workforce, Training as a sub system of HRD, Learning environment, Instructional design, Learning outcomes, Feedback, Conditions of transfer, Converting training objectives to training plan.
2. **Training Needs Assessment (TNA)**: methods of TNA, Organizational support for TNA, Organizational analysis – Specifying goals, Identifying constraints, Resource analysis, Learning principles, Training enhancement, Trainee characteristics.
4. **Training Evaluation**: criteria, Evaluation of criteria, Dimensions of criteria, Use of experimental designs, Quasi experimental designs,
Utility conservations, Individual difference models, Content validity model, Statistical method.

5. **Training Interventions**: learning Experience and Building Organization Capability, Employee capability, Apprenticeship, Vestibule, Embedded training, Team building, cross and Inter-positional training, Leadership training.

**References:**
- *Training For Organizational Transformation* – Rolf P Lynton Uday Pareek.
- *The Trainers portable mentor* – Gargulo & Others

**INTERNATIONAL BUSINESS**

### 3.3 Elective IB 1: International Economics

1. **Theories of International Trade**: the law of comparative advantage, the standard theory of international trade, factors endowment and the Heckscher-Ohlin theory.

2. **Demand & Supply Analysis**: introduction, the equilibrium relative commodity price with trade-partial and general equilibrium analysis, relationship between general and partial equilibrium analyses, offer curves, the terms of trade and gains.

3. **Economies of Scale**: introduction, imperfect competition and international trade, trade based on dynamic technological differences, cause of transportation, industry location, environmental standards and international trade.

4. **Economic Growth and International Trade**: growth factors of production, technical progress, growth and trade in small country and large country perspective, effect and evaluation, trade changes.

5. **Trade Modes**: modes, determinants, foreign investments – FDI, FPI, FDI on national treatment factor, Heterogeneity in international trade, India in the global setting and globalization of Indian business.

**References:**
- Domenic Salvator – *International Economics*


### 3.4 Elective IB 2: International Trade Policy

1. **Overview of International Trade**: introduction, development, operating factors, factors leading to growth in international trade and evaluation.

2. **Trade Restrictions**: partial equilibrium analysis and effects of tariffs, theory of tariff structure – the rate of effective protection, generalization and evaluation theory of effective protection, general equilibrium analysis of tariff in small and large country perspective, optimum tariff.

3. **Non-trade Barriers and Protectionism**: introduction-import quotas- other non-tariff barriers and new protectionism-the political economy of protectionism-strategic trade and industrial policies, the Uruguay round and outstanding trade problems.

4. **Economic Integration - Custom unions and free trade areas**: trade creating custom unions, trade diversions, theory of second best and other static welfare effects of custom unions-dynamic effects from custom union, analysis of economic integration-EUFTA, NAFTA, attempts at economic integration among developing countries, transition economies and emerging economies.

5. **International Trade & Economic Development**: regulations, free trade, protection, determinants, FDI regulations, currency convertibility regulations, regulations of foreign trade and implementation in India, importance and terms of trade to development, export instability, import substitution/export orientation, current problems facing developing countries.

**References:**
- *International Trade Policy – A contemporary analysis* – Nigel Golmwade
- *International Trade and Trade Policy – Ethanah Helpman*
- *International Trade Policy – A developing country perspective author: Dilip K.Das*
3.5 Elective IB 3: Export – Import Procedures, Documentation and Supply Chain Management

1. **International Trade Policy Framework:** regulations for International trade, legal aspects of exports – imports contract, exim policy of India.

2. **Export Trade Procedures & Documentation:** export procedures, preshipment inspection procedures, export documentation, ECGC relevances, incentives, eligibility criteria, performance evaluation, self-certification procedures, concessions and promotional advantages.

3. **Export Promotion Measures in India:** export promotion organizations, role of government agencies, STC, MNC/TNC’s in promoting exports and evaluation of its impact on BOP.

4. **Import Trade Procedures & Documentation:** restrictions, role and relevance of government interventions, measurement of import parity on GDP.

5. **Role of International Trading Center in E-commerce:** computational analysis of India’s export import logistics and simplification of procedural formalities and requirements.

**Reference:**
- Desai H.B – Indian Shipping Perspectives, Delhi, Anupam Publications, 1988
- Government of India handbook of Import – Export Procedures
- Export Management – Balagopal
- Export Import Procedures – Thomas E. Johnson
- New Import Export Policy & Handbook of Procedures-Nabhi
- International Trade & Export Management – Francis Cherunilam

**INFORMATION SYSTEMS**

3.3 Elective IS 1: System Analysis and Design

1. **System Analysis Fundamentals and the Modern Systems Analyst:** introduction to systems analysis and design, information system components, types of business information systems, organizational structure. Systems development techniques and tools, the SDLC, the systems analyst position.

2. **Information Requirements Analysis:** systems planning, preliminary investigation, the importance of strategic planning, a frame work for systems development, information system projects, evaluation of systems requests, steps in preliminary investigation.

3. **Systems Analysis Process:** requirements modeling, system development methods, modeling tools and techniques, systems requirement checklist, fact–finding, interviews, other fact–finding techniques, documentation. Data and process modeling-DFDs, data dictionary, process description tools, logical vs. physical models. Object modeling-object-oriented terms and concepts, objects and classes.

4. **The Design Process and its Essentials:** evaluating software alternatives, steps in evaluating and purchasing software packages, transition to systems design, prototyping. User interface, input and output design, user interface design. Systems implementation-application development, structured application development, object oriented application development, testing the application, documentation, management approval, installation and evaluation, training, data conversion, systems support – user support activities, maintenance activities, systems obsolescence.

5. **Cross Life Cycle Activities and Skills:** project and process management techniques, fact finding and information gathering, feasibility and cost-benefit analysis, joint application development, interpersonal skills and communications.

**References:**
- Kendall and Kendall, Systems Analysis and Design, PHI
- Len Fertuck – Systems Analysis and Design with Modern Methods – B&E Tech
- Sätzinger, John W. Jackson, Robert B. Burd, Stephen D, Systems Analysis and Design in A changing world, Thomson

3.4 Elective IS 2: Software Engineering Management

1. **The Product and the Process:** an overview of system engineering, analysis concepts and principles, analysis modeling, design concepts and principles, design methods, design for real time systems.

2. **Software Life Cycle Models:** software requirement, software design, configuration management.

3. **Software Metrics:** software process and project metrics, technical metrics for software. Project planning and management: Project management concepts, project scheduling and tracking, software project planning.
4. **Risk Management, Quality Assurance:** quality verification and valuation, testing.

5. **Object Oriented Concepts:** formal Methods, Software reengineering and software tools.

**References:**
- Kieron Conway, Software Project Management: From concept to deployment, Wiley Dreamtech Press
- Sommerville, Ian: Software Engineering, Addison Wesley
- S.A. Kelkar, Software Project Management, PHI
- Carlo Ghezzi, Mehdi Jazayeri, Dino Mandrioli – *Fundamentals of Software Engineering – PHI*

### 3.5 Elective IS 3: Data Management Techniques

1. Database Concepts, Schemas, Models, Architectures, Products, Features, OOAD, OOPS, OLAP, OLTP.
2. Extraction, Transformation and Loading (ETL), ETL Concepts and Tools in market, Datawarehousing, Data Mining, DataMart, DataStorage Methods.
3. Business Intelligence, Tools and Methods.

**References:**
- *The Data Warehouse ETL Toolkit: Practical Techniques for Extracting, Cleaning by Ralph Kimball and Joe Caserta*
- ETL Strategy for the Enterprise by Sandesh Gawande
- Business Intelligence: A Capability Maturity Model by Dorothy Miller
- Introduction to Business Intelligence by Jorg Hartenaer
- Database Management: An Organizational Perspective by Richard T. Watson
- Database Systems Design, Implementation, and Management by Peter Rob and Carlos Coronel
- Modern Database Management (5th Edition) by Fred R. McFadden, Jeffrey A. Hoffer and Mary B. Prescott
- Developing Quality Complex Database Systems: Practices, Techniques and Technologies by Shirley A. Becker
- Strategic security management: a risk assessment guide for decision makers by Karim H. Vellani
- The best damn IT security management book period By Susan Snedaker

### 3.3 Elective TTM 1: Tourism Management

1. **Organised Travel:** defining Tourist & Tourism viz: inbound, outbound, domestic, maintenance of tourism products, Alternative tourism, Mass tourism, Special interest tourism.
2. **Itinerary Development:** introduction, meaning and definition, types of itineraries, how to develop an effective itinerary, functions of tour managers and planning tools for an itinerary.
3. **Tour Packaging Management:** concept, origin and development of Tour packaging, Types of Tour, Component of a Standard Package Tour, Factors affecting Tour Formulation, Tour Designing Process, Significance of Package Tour, Tour Brochure.
4. **Travel Agency Marketing:** marketing Concept, unique features of Travel Marketing, Significance of Travel Agency marketing, Developing a Tour Marketing Plan, Marketing Strategy of Inbound & Outbound tours.
5. **Travel Formalities in India:** visa – Requirements – Types of visas – Currency regulations – custom formalities – Different types of taxes. Restricted and Protected areas – types of restrictions, Health Regulations.

**References:**
- *Marketing Management for Travel & Tourism – Nelson Thrones*
- Introduction to Tourism & Hotel Industry – Zulfiqar, SPD

### 3.4 Elective TTM 2: Eco Tourism

1. **Introduction to Eco Tourism:** definition, Concept, Growth & Principles Emerging Concepts: Eco / rural / agri / farm / green / wilderness / countryside / special interest tourism.
2. Tourism: environmental Relevance: Eco – tourism in 3rd World Countries – Problems, prospects for sustainability


5. Eco – tourism and community development: conference, convention & declaration related to environments

References:
• Global Eco Tourism – Prabhas Chandra – Kanishka Publication
• Codes – Protocol & Charter
• International Eco Tourism Environment – Prabhas Chandra – Kanishka Publication
• Travel & Tourism – Cottman – VNR
• Tourism System – Indtroducitory Text – Mik & Mrrivon
• Tourism & Sustainability – Mowforth – Routh Udge

3.5 Elective TTM 3: Hospitality Management


2. Hotel Industry in India: evolution, Different groups of hotels in India, Hotel Groups ITDC – role, importance, ASHOKA group, WELCOME group, Taj Group – role in Indian Tourism


4. Food & Beverage Service: introducing to food & beverage service, types of services, organizational charts and duties, Menus, Idea about Beverages – Alcoholic & Non Alcoholic, Food Production – Introduction, Hierarchy, Idea about different cuisines – national and international, specific menus according to festivals & other facilities.


References:
• Theory of Cookery – Krishna Arora
• Modem Cookery Vol-I & II – T.E.Philip
• Food & Beverage Service – Vijay Dhawan
• Managing Front Office Operations – Michael L Kasaran & Richard Brooks
• Operations Management – Stanley Phornco
• House Keeping Manual – Sudhir Andrews
• Introduction to Hospitality – I & II – Dennis Foster
• Marketing of Hospitality – Kotler, Bowen, Makens.

HEALTH CARE MANAGEMENT

3.3 Elective HCM 1: Community Health, Epidemiology & Population Management

1. Epidemiology: meaning & Scope. Models and factors associated with health and diseases; Health statistics and health indicator; Morbidity, Mortality: Data sources, collection, analysis and uses.

2. Health Information System: use of computers, primary health care and community participation

3. Organisational aspects of community health: clinical care; physical aspects of community health; Psychological aspects of community health.

4. Special aspects of community health: drugs, alcoholism etc, preventive and promotive health care.

5. Population policy: Planning and management.

References:
• McGarthy Mark, Epidemiology and policies for health planning, 1983.

3.4 Elective HCM 2: Health Care and Social Policy

B.N. Bahadur Institute of Management Sciences, Manasagangotri, University of Mysore, Mysore.
1. Social Welfare: social policy, health care and social development; public and social policy.

2. Approaches to analysis: resources, structure and organizations; factors in social policy; Situational, structural, ideological and environmental.

3. Health policy formulation: factors, determinants and other sectoral issues; National health policy: Review of different committees.

4. Distribution of health services in India: disparities; health policy; input, output and performance.

5. Role of private and voluntary groups: role of national and international agencies; Health and social policy; International perspective; Health policy the disadvantaged.

References:
- Chatterice, Meera, Implementing Health Policy, 1988, Manohar, New Delhi.

3.5 Elective HCM 3: Health Systems Management

1. Systems analysis and systems dynamics in health care: health systems: Characteristics, planning methodologies, goals and functions.

2. Strategic management in health care: quantitative foundations of health services management; Health systems research: Uses and applications.

3. Methodologies: evaluation methodology for monitoring the performance and needs in health services.


5. Approaches: contemporary trends in health care; Health Manpower policy, planning and management; Project management in Health care.

References:

SMALL BUSINESS MANAGEMENT & ENTREPRENEURSHIP

3.3 Elective SBM&E 1: Government Business Interface

1. State Participation in Business, interaction between Government, Business and different chambers of Commerce and Industry in India; Public Distribution System; Government Control over price and distribution.

2. Consumer Protection Act (CPA) and the role of voluntary organizations in Protecting Consumer’s Rights; Industrial policy resolution, new industrial policy of the Government.


4. Indian Planning System: Government Policy concerning development of backward areas/regions; Government policy with regard to export promotion and import substitution; Controller of capital issues. Government’s policy with regard to small scale industries.

5. The responsibilities of the Business as well as the Government to protect the Environment; Government clearance for establishing a new enterprise.

References:
- Cheranilam Francis, Business and Government, 8th ed, Bombay, Himalaya, 1995
- Marathe, Sharad S, Regulation and Development, New Delhi, Sage, 1986
- Trivedi, M.L, Government and Business, Bombay, Multitech, 1980

3.4 Elective SBM&E 2: Small Business Marketing

References:
- B.N. Bahadur Institute of Management Sciences, Manasagangotri, University of Mysore, Mysore.
1. Basis for competition: structural analysis of industries; generic competitive strategies; framework for competition analysis; market signals; competitive moves.
2. Technology of competitive advantage; strategy towards buyers and suppliers; strategic groups within industries.
3. Competitive strategy in declining industries; competitive strategy in global industries.
4. Strategic analysis of integration capacity expansion; strategies of entering into new business.
5. Portfolio techniques in competitor analysis; techniques of conducting industry analysis.

References:
- Barney, Jay B., and Hill, Claiborne C., Portfolio technique in competitor analysis; techniques of conducting industry analysis.
- Bhattacharya, C. C., Public Sector Enterprises in India, Allahabad, Kitab Mahal, 1990.

**RETAIL & SUPPLY CHAIN MANAGEMENT**

3.3 Elective R&SCM 1: Supply Chain Management

1. Introduction to Supply Chain Management: concept, Objectives and function of SCM, conceptual framework of SCM, supply chain strategy, operating model for supply chain. Managing the External and Internal supply chain.
5. Retailing and supply chain Interface: retail supply chain management. Transportation and inventory in retail SC. Channel design and management, Role of Packaging and Repackaging in Retail business. Customer led business, Customer focus in Supply Chain, Complaint Handling, developing customer service strategy, RFID and Bar coding.

Reference:
- Altekur, V. Rahul, 2005, Supply Chain Management, PHI.
3.4 Elective R&SCM 2: Operations Strategy

1. Introduction to Operations Management: role of Operations Management in total management System - Interface between the operation systems and systems of other functional areas. Production Planning and Control: Basic functions of Production Planning and Control, Production Cycle - characteristics of process technologies.


4. Supplier & Customer Strategies: outsourcing vs. Integration, Purchasing Supply Management, Designing contracts & pricing; Mass customized service, Timely service & incentive mgmt, Revenue management

5. Learning & Growth Strategies: global standardization/ automation. Employee competencies & culture, Learning & process improvement, competing through learning and innovations

Reference:

3.5 Elective R&SCM-3: Services & Retail Marketing


Reference:
- Zeithaml Valerie A. and Bitner Mary , 2000, Services Marketing TMH.
- Levy & Weitz, 2005, Retailing, TMH
- A J Lambda, 2006, The Art of Retailing, TMH
- Patrick M. Dunne and Robert F. Lusch ,2005, Retailing, Thomson Learning
- Fernie & Sparks, 2005, Logistics & Retail Management, Viva Books
- Gilmore, 2005, Services marketing and Management, Response Books
- Gronroos, 2005, Services Management & Marketing, John Wiley

BANKING & INSURANCE

3.3 Elective B&I -1: Law & Practice of Banking

1. Banking and Regulation act of 1949

2. Analysis of Financial statements of Banks
3. Basel Norms & Issues in implementation in India
4. Management of Banks – NPA and SARFAESI Act

3.4 Elective B&I-2: Investment Banking & Merchant Banking
1. Nature of Investment Banks & Merchant Banks, Convergence in banking
2. Regulatory issues concerning Investment & Merchants Banks
3. Management of NBFC’s , regulatory issues
4. Banking services & social inclusion

3.5 Elective B&I-3: Corporate Banking & Retail Banking
1. Introduction to products & services offered by commercial banks.
2. Commercial Bank credit to Industry: Types of facilities, Term loan, underwriting, working capital credit, loan syndication, bridge finance, mezzanine finance etc.
3. Commercial bank credit to venture capital firms , valuation & risk management
4. Types of Retail products: Consumer loans, Auto loans, Home loans etc.
5. Agricultural loans – Types of loans & issues in risk management.

FOURTH SEMESTER

4.1 Strategic Management
2. Environmental Analysis: Strategically relevant components of internal and external environment, Industry and competitive analysis, analysis of resources and competitive capabilities, environmental scanning techniques.

References:
- Strategy and Structure – Alfred C. Chandler
- Strategic Management – Alex Miller and Irwin
- Competitive Advantages: Creating and Sustaining, Superior Performance –Michael E. Porter
- Competing for the future – Prahlaud and Hammel
- The Future of Competition – Prahlaud and Venkataraman
- Crafting and executing Strategy – Aauthor A. Thompson and others
- The Art of Strategy – Avinash K. Dixit and Barry J. Nalebuff

ELECTIVE PAPERS

MARKETING

4.2 Elective MM 4: Product and Brand Management
1. Introduction to Product Management: basic concepts of product; classification of product; product mix and line decisions; growth strategies for FMCG; organizing for product management. Product market strategies for leaders, challengers and followers.
3. Marketing Planning: planning process, components of marketing plan – competition analysis, product category attractiveness analysis, customer analysis and competitor analysis. Segmenting – Targeting – Positioning (STP) – basis for segmentation, differentiation and
4.3 Elective MM 5: Business Marketing Management

   Basis for classification, Difference between business and consumer 
   marketing, Business marketing in global context, Classification of 
   business consumers, Classification of business products.

2. Organizational Buying Behaviour (OBB): key characteristics of 
   organizational customer and buying process – Purchasing organization 
   and buying stages, Concept of buying center, Buying motivations, 
   Purchasers evaluation of potential suppliers, Environmental influence 
   on organizational buying process. Marketing information system for 
   organizational market.

3. Business Marketing Planning: planning process, Demand analysis, 
   Segmenting, Targeting and Positioning, Industrial product strategy and 
   Product policy, New product development, Managing business services, 
   PLC of industrial products.

4. Managing Business Marketing Channels: direct and indirect 
   distribution, E-channels, Distributors, Manufacturer representative, 
   Channel design and administration. Concept of logistics and supply 
   chain management in business marketing. Pricing strategy for business 
   markets – Competitive bidding and leasing, Advertising and sales 
   promotion, Personal selling in business marketing.

5. Managing Business Markets: managing personal selling function, Key 
   account management, Sales administration, Selling through Internet.

References:

- Product Management – Donald R. Lehman, Russel S. Winner and 
- Strategic Brand Management - Kevin L. Keller
- The Brand Management Checklist – Brab Vanauken and Managing 
  Indian Brands – Ramesh Kumar
- Application Exercises in Marketing – Ramesh Kumar
- Brands & Branding by The Economist
- Strategic Brand Management by Jean Noel Kapferer
- Building, Measuring, and Managing Brand Equity by Kevin L.Keller
- Handbook of new product management – Christopher H. Luch

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4.4 Elective MM 6: Services Marketing

1. Introduction to Services Marketing: definition of services, Reasons for 
   emergence of services marketing, Characteristic features of services 
   marketing, Service marketing mix, Recent trends in services marketing. 
   Sectoral view of service industry.

2. Consumer Behaviour in Services: gap analysis for understanding 
   consumer behaviour, Customer expectations – Customer perception, 
   Factors influencing customer expectations. Service development and 
   design. Stages in new service development, Service blueprinting. 
   Customer defined service standards. Physical evidence service scope.

3. Delivering and Performing Services: employees role in service delivery 
   – Boundary-spanning roles, Strategies for closing gaps. Customer roles 
   in service delivery, Delivering services through intermediaries and 
   electronic channels.

4. Managing Demand and Capacity: managing service promises. Integrated 
   service marketing communications, Pricing of services, The integrated 
   gap models for service quality.

5. Marketing of Services: health care, Hospitality services, Transport 
   services, Telecommunication services, Consultation services, Financial 
   services.

References:

- Services Marketing – Integrated Customer Focus Across The Firm – 
  Valerie A. Zeithaml and M. J. Bitner
- Services Marketing – People, Technology and Strategy – Lovelock
- Services Marketing – Ravishankar
- Marketing of Services – Jha
- Marketing of Services – G.S. Bhatia
- Marketing of Services – Sahu and Sinha
4.5 Elective MM 7: International Marketing

1. **International Marketing:** introduction and Importance – Basis of international trade, Theories of international trade, Trade barriers, India’s foreign trade since independence.

2. **International Marketing Environment:** economic, Political, Legal, Socio-cultural and Demographic environment. International market entry strategies – MNC’s, Global marketers etc.

3. **Organization for International Marketing:** objectives of international marketing, Factors affecting international marketing, International marketing mix strategy, Distribution strategies and Types of intermediaries in international marketing.


5. **International Economic Institutions and Forums:** GATT, WTO, EFTA, LAFTA, EU, SAARC, World Bank, IMF and other trading blocks and common marketing for international business

**References:**
- International Marketing – Sak Onkvisit and John J. Shaw
- International Marketing – Philip Cateora and John Graham
- International Marketing – C.A. Francis

**FINANCE**

4.2 Elective FM 4: Financial Strategies

1. **Mergers and Acquisitions:** basic forms of acquisitions, tax forms of acquisition, Accounting, Synergy from an acquisitions, and sources of synergy, calculating value of firm after acquisition, cost to stockholders from reduction in risk, the NPV of merger, defensive tactics. Takeover and Buyouts.

2. **Financial Distress and Restructuring:** introduction, causes and effects of financial distress, operational cutbacks, Causes and effects, Divestiture vs. asset sales, Financial restructuring, Reforming governance (or) Management structures (or) Replacing management Debt restructuring, Bankruptcy, liquidation & reorganization.

3. **Private Equity and Venture Capital:** introduction, Rudiments of valuing and financing a venture, Stages of venture development and financing, Financial analysis of Venture capital firms (VCCs), Structuring the deal/ Financial Instrument, Investment nurturing, valuation of VC portfolio, Initial Public offerings of stock – Managing internal and seasoned equity offerings.


5. **Merchant Banking and Credit Rating:** introduction to merchant banking, merchant bankers/lead managers, registration, obligation and responsibilities, underwriters, obligation, bankers to an issue, brokers to an issue. Issue management activities and procedure pricing of issue, issue of debt instruments, book building green shoe option, services of merchant banks, Credit Rating - SEBI guidelines, limitations of rating.

4.3 Elective FM 5: Derivatives

1. **Introduction to Derivatives:** forwards, Futures, options, swaps, trading mechanisms, Exchanges, Clearing house (structure and operations, regulatory framework), Floor brokers, Initiating trade, Liquidating or Future position, Initial margins, Variation margins, Types and orders. future commission merchant.


3. **Options Contracts and Trading Strategies:** characteristics of options contracts, trading strategies.

4. **Valuation of options –** graphic analysis of call and put values, characteristics of option values, Models of valuation; Binomial and Black and Scholes model. Opton Greeks.

5. **Commodity future market:** forward market commission; exchanges trading mechanism.

4.4 Elective FM 6: International Financial Management

1. **International Financial Management:** Structure of foreign exchange market: the balance of payments, international monetary system –
I.M.F, the nature of global capital flows – FDI, FII, Private equity and hedge funds.


5. Management of interest rate exposure: FRA interest rate caps and floors. Financial swaps-types-motivation application of swaps. GDR, ADR.

References:
- Buckley, Adrian – Multinational Finance, New York, Prentice Hall Inc. 1996
- Kim, Suk and Kim, Seung – Global Corporate Finance: Text and Cases, 2nd ed. Miami Florida, Kolb, 1993
- International Financial Management by Jeff Madura

4.5 Elective FM 7: Corporate Taxation


2. Computation of Business Income: definitions, Scope, Computation of Profits and Gains from Business or Profession, Deductions, Minimum Alternate Tax, Tax on Distributed Profits.


4. Set off and Carry Forward: business Loss and Unabsorbed Depreciation, Return of Income, Assessment, Advance Payment of Tax, Tax Deduction or Collection at Source.

5. Tax Implications in Business Restructuring

References for Elective FM 1 to 7:
- Corporate Finance – Brealy Myers: Ross, westfield, jaffe .
- Investments – William Sharpe and others; Bowdie and others

HUMAN RESOURCE MANAGEMENT

4.2 Elective HRM 4: Strategic Human Resource Management

1. Context of Strategic HRM: investment perspective of HRM, factors influencing investment oriented organizations, Impact of changes in technology, Workforce demographics & diversity on HRM.

2. Strategic Role & Planning: strategic HR Vs Traditional HR, Barriers to strategic HR, Strategic HR planning; aggregate & succession planning.

3. Strategic Perspectives on Recruitment, Training & Development: Temporary Vs Permanent employees, Internal Vs External recruiting; Interviewing, testing, references; International Assignment, Diversity, Strategizing training & development, need assessment, design & delivery.


5. Employee Separation: reduction inforce, turnover, retirement, International Vs Domestic HRM, Strategic HR Issues in International Assignment.

References:
- Strategic HRM – Jeffery Mello, Thompson Publication, New Delhi
4.3 Elective HRM 5: Labour Legislations

1. **Industrial Disputes Act 1947**: emphasis on Sec 2 (all definitions), 9A, 10, 12, 17, 18, 22, 23, 24, 25, Chapter V B, Up to Sec 25 (S) and Sec 33, Karnataka ID Rules, Industrial Employment (Standing Orders) Act, Karnataka Standing Orders Rules.


**References**:
- Industrial Laws – P.L. Malik
- Industrial Laws – Sanjeev Kumar
- Labour Law Journals – Monthly
- Current Labour Reporter – Monthly
- CLR Annual Digest – 1999 – 2005

4.4 Elective HRM 6: Industrial Relations & Collective Bargaining

1. **Industrial Relations**: Historical background, concept and approaches in IR – stake holders of IR, various factors influencing IR, HR approach to IR, essentials of sound IR policy, IR strategies, legal frame work of IR, community of IR. Proactive IR, industrial conflicts, disputes, Conflict resolution.

2. **Trade Unions**: trade union movement and growth of TU in India, national level federations, trade union problems, trade union organization, leadership and management of Trade union, trade union act 1926, registration of trade union, employers association – objectives, origin and growth, legal status, problems of trade unions.


4. **Collective Bargaining**: concept, its relevance in IR, CB as an institution, ILO perception of CB, Objectives of CB, Structure, Functions, process, negotiations, bargaining approaches & techniques, patterns of bargaining.

5. **Settlements**: types of settlements, wage settlement, bonus settlement, VRS settlement, Union issues settlement, Reorganization settlement, transfer, Layoff, retrenchment and closure settlements.

**References**:
- Industrial Relation – Ramaswamy
- Industrial Relation – Sarma
- Industrial Relation – Venkatarathnam
- Industrial Relation – Arun Monappa
- Industrial Relation – T V Rao

4.5 Elective HRM 7: Knowledge Management

1. **Knowledge Management**: concept, leadership and knowledge management, knowledge culture, learning & developmental organization, Applying knowledge to work practices, Knowledge Systems, Knowledge Service, Strategic Knowledge Leadership.

2. **Strategic Knowledge Management**: models, knowledge workers, phases of knowledge development, knowledge management infrastructure, harnessing organizational knowledge, building knowledge management into the Strategic Framework.
3. **Knowledge Leader**: contributory Disciplines to Knowledge Leadership, Attributes Roles, Leading Knowledge Teams, Knowledge network, Recruiting and Selecting Knowledge Leaders.

4. **Knowledge Culture**: Knowledge Culture Enablers, Maintaining the Knowledge Culture during Change, Reviewing, Implementing & Maintaining the Knowledge Culture.


**References**:
- *Knowledge Management – Shelda Debowski – John Wiley India edition*
- *Knowledge Management – Carl Davidson & Philip Voss – Vision Books*

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**INTERNATIONAL BUSINESS**

### 4.2 Elective IB 4: International Marketing

1. **International Marketing**: introduction and Importance – Basis of international trade, Theories of international trade, Trade barriers, India’s foreign trade since independence.

2. **International Marketing Environment**: economic, Political, Legal, Socio-cultural and Demographic environment. International market entry strategies – MNC’s, Global marketers etc.

3. **Organization for International Marketing**: objectives of international marketing, Factors affecting international marketing, International marketing mix strategy, Distribution strategies and Types of intermediaries in international marketing.


5. **International Economic Institutions and Forums**: EFTA, LAFTA, EU, SAARC, APEC World Bank, IMF and other trading blocks and common marketing for international business.

### 4.3 Elective IB 5: India & WTO

1. **Globalization**: globalization of world economy, business, impact and implications, policy options and governance. Arguments for India joining WTO - Arguments against membership – benefits and disadvantages to India. India’s commitment and role in WTO – India as defendant and as complainant – India’s position in WTO.


4. **Review of India’s economy post 1995**: analysis of general agreement on trade in services (GATS), definition of services under GATS, modes of international delivery services – cross border supply – commercial supply consumption abroad, movement of personnel special agreements under WTO – TRIPS – TRIMS – objectives of intellectual property protection, Indian patent law and trips – issues, controversies and legal position.

5. **Review of India’s International Business with relevance to bilateral, preferential, regional, free trade, multilateral trade agreements.** India’s stand on WTO agreements – agriculture, NAMA, IPR, mode 4 restrictions, subsidies, concessions etc. India as a facilitator in the formation of regional blocks, economic blocks.

**References**:
- *International Marketing – Sak Onkvisit and John J. Shaw*
- *International Marketing – Philip Cateora and John Graham*
- *International Marketing – C.A. Francis*
- *International Business – Daniel*

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*References for the Elective IB 4: International Marketing*

- *International Business – By Roger Bonnet*
- *International Business - Michael Zinkata*
- *International Business – John d.Daniels*
- *International Business – Richard M.Shaffer*
- *International Business – Rugman*
- *International Business – Vyeptakesh Sharan*
4.4 Elective IB 6: International Financial Management


5. Management of interest rate exposure: FRA interest rate caps and floors. Financial swaps-types-motivation application of swaps. GDR, ADR.

References:
- Buckley, Adrian – Multinational Finance, New York, Prentice Hall Inc.m 1996
- Kim, Suk and Kim, Seung – Global Corporate Finance: Text and Cases, 2nd ed. Miami Florida, Kolb, 1993
- Shapiro, Alan C – Multinational Financial Management, New Delhi, Prentice Hall of India, 1995
- International Financial Management by Jeff Madura

4.5 Elective IB 7: India’s Foreign Trade

1. Foreign trade and BOP of India: foreign trade under plan, major exports and imports impact on Indian economy and BOP, trade directions, major hindrances in Indian exports sector, structural treatment in promoting international trade by India.

2. Recent trends in India’s foreign trade, directional pattern, major export commodities – thrust area commodities, trends, problem and prospects, major competitors, major import commodity groups, trade control in India (foreign trade development and regulation act), import and export control orders, export – import licensing system, exchange control in India.

3. Export Promotion – incentives, duty drawbacks, packing credits, export promotion councils, advisory bodies – CAPAXIL, FICCI, CII, PHD chamber of Commerce, DGFT and functional facilitators, evaluation of India’s policy on exim plan, control of foreign trade.

4. Contemporary Export Import trend analysis: Invisible exports – Banking, Insurance, shipping, tourism, manpower, consultancy, software etc – need to promote trade, control objectives and machinery for export control, maintenance and development of imports. Import substitution, need to control import trade, objectives and machinery for import control, maintenance and development of imports

5. Role of Government in India’s Foreign Trade: State trading corporation, mineral and metal trading corporation, role of commodity boards, commercial treaties, trade agreements, counter trade

References:
- Bhashyam.S – Export Promotion in India: The Institutional Infrastructure, Commonwealth Pub., Delhi, 1988
- Khanna, Sri Ram – Export Marketing in India’s New Manufacturers, University of Delhi, Delhi, 1986

INFORMATION SYSTEMS

4.2 Elective IS 4: Enterprise Resource Planning And Business Process Re-Engineering

1. Introduction: fundamentals of supply chain management, applications systems in the individual business functions.

2. Introduction to ERP: an overview of the enterprise, ERP and related technologies, ERP – a manufacturing perspective, Vendors, consultants and users, introduction to SAP, an overview of SD, MM, PP, FI/CO Modules of SAP.

3. SAP’s SCM system: recent developments in order and SCM based on SAP systems, case studies on SCM, Internet resources for SCM.

4. Re-engineering: an imperative for survival, implementing BPR – methodology and steps, Is re-engineering necessary?
5. Trends in Information technology: people view, empowering people through information, managing change – the Indian paradigm.

References:
- ERP – Alexis Leon, Leon Publishers
- Supply Chain Management based on SAP systems, G.Knolmayer, P.Mertens and A.Zeir, Springer International Edition
- The one Source For Comprehensive Solutions – Using Sap R/3 III Edition – Authored by Asap World Consultancy-PHI.
- Introduction to SAP, an overview of SD, MM, PP, FI/CO Modules of SAP
- An Insider’s Unbiased Appraisal of SAP R/3 Management – Wiley, Coriolis – dreamtech
- ERP, Vinod Kumar Garg and N.K.Venkitakrishnan, PHI

4.3 Elective IS 5: Electronic Commerce

1. Introduction to E-Commerce: advantages and limitations to E-Commerce, Value chains and managerial implications of E-Commerce.

2. Internet: the internet and the worldwide web, the internet Protocol Suite, internet architecture, Internet service providers (enabling technologies of the worldwide web), Inter organizational Commerce and EDI, EDI implementation, mobile Commerce.


References:
- “Practical Cryptography”, Bruce Schneir and Neils Ferguson, Wiley-dreamtech India Private Ltd.
- “E-Commerce-Amangarial perspective”, P.T.Joseph, Prentive Hall, India

4.4 Elective IS 6: IPR and Cyber laws

1. IPR – introduction, Basics, Legal Concepts, International Architecture of Protection, Global Regulatory, DRIPs, TRIPs, Diplomacy in IPR protection, IPR in India, IPR vs Vertical Industries.


3. Online Shopping Methods: shopping carts, internet payment gateways, electronic data interfaces, payment methods and approval mechanisms, credit card merchants and payments


5. Information Security Control and Disaster Management.

References:
- Practical Approach To Intellectual Property Rights By Rachna Singh Puri, Arvind Viswanathan
- Re-thinking intellectual property: the political economy of copyright ... By YiJun Tian
- Intellectual property and information wealth: issues and practices in the ... By Peter K. Yu
- Cyber law simplified – by Vivek Sood
- Cyberlaw for global E-business: finance, payment, and dispute s – by Takashi Kubota
- Cyberlaw: the Indian perspective- by Pavan Duggal
- Information Technology in Business Management – by Dr. Mukesh Dhunna, J. B. Dixit
- Payment technologies for E-commerce by Weidong Kou
- New payment world: a manager’s guide to creating an efficient Payment Process – by Mary S. Schaeffer
- Managing information security risks: the OCTAVE approach – by Christopher J. Alberts, Audrey J. Dorofee –
- Information Security: design, implementation, measurement, and Compliances – by Timothy P. Layton
- An information security handbook – by John M. D. Hunter
4.5 Elective IS 7: Business Strategies

1. **Introduction**: defining your business idea, creating an e-business plan, getting your business off the ground. Components, linkages, dynamics and evaluation of business models, dynamics and appraisals of business models.

2. **Internet**: Value configuration and the internet valuing and financing an internet start-up.

3. **e-business**: Building your e-business, designing an e-business web site, understanding back-end systems.

4. **Business Environment**: the role of competitive and macro environments, applying the concepts models and tools, sample analysis of an internet business model case.

5. **Launching your e-business**

**References:**
- *Creating a winning e-business, 1 Edition*, Napier, Judd, Rivers and Wagner
- *Steven Alter: Information Systems: Foundation of e-business*, PHI

**For practicals:**
- *Web Design, with HTML/Flash/Javascript/Dream weaver/Front page and e-Commerce*

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**TOURISM & TRAVEL MANAGEMENT**

4.2 Elective TTM 4: Event Management


2. Typology of planned events, varieties & importance of events. Key steps to successful events characteristics and complexities of events checklist for different events, planning schedule & actions agenda.

3. Conference program designing, timing, supervision, presentation, catering and hospitality, Transportation, teleconferencing, recording & publishing sponsorship, sponsors, organizers, customers & guests. Event planning, key characteristics, Pre-event responsibilities, legal issues, negotiations.

4. **Events and Tourism, Business tourist, Tourism & Culture, Incentive tours**
   **Risk Management, Safety and Global issues in Event Management.**

5. **MICE Tourism**: tourism events – national & International Scenario
   **International Trade Fairs & Mars – Germany, China, Singapore, Hongkong, U.K, etc. Events and Tourism Marketing.**

**References:**
- *Event Management in leisure & tourism – David Watt*
- *Conferences – Tomy Rogers*

4.3 Elective TTM 5: International Tourism


2. The emergence of international hotels & tourism: historical aspects, development of chains, development abroad, airline connection.

3. Political aspects of the international travel, tourism Barriers to travel, tourism investment & business, regulations, international organizations dealing with barriers viz: WTO, IMF, IHA, need for government support of tourism, national tourism organizations, political stability, travel advisories, political risk, crisis management.

4. Human resources & cultural diversity: Understanding cultural diversity, cultural perceptions, business protocol, cultural considerations in negotiations.

5. International tourism sales & marketing: Market research, developing an international marketing strategy, understanding various travel distribution systems viz GDS, product positioning.

**References:**
- *Bhattia.A.K., - International Tourism*

4.4 Elective TTM 6: Art Heritage of India:

1. Indian Culture and Heritage: Concept – History – Stages of evalaion – The Mohenjodaro and Harappan period – Vedic Age, Buddhist epoch, Gupta Period, Early and Late Medieval period, Modern period, Features of Indian Cultural Heritage – Conservation of Culture.


5. Museums and their role: Role of Museums in preservation of art Heritage – Types of Museums – Acquisition of Museum Articles – Role of Museum in Special Interest Tourism.

References:
- Tourism Development – A.K.Bhatia
- Heritage Tourism Development – Romila Thapar
- Development of Tourism in India – H.L.P.Rai
- Paryatan Bhogol – Prof. S.B.Shinde
- Paryatan Bhogol – Dr. Y.T.Gharapure
- Paryatan Bhogol – Dr. Nagtode and others

4.5 Elective TTM 7: Travel Agency Management

1. Travel formalities; passport, visa, health requirements, taxes, customs, currency, travel insurance, baggage and airport information. Travel Agency and Tour Operation Business: History, Growth, and present status of Travel Agency. Definition of Travel Agency and differentiation between Travel Agency and Tour Operation business. Travel Agency and Tour Operators: Linkages and arrangements with hotels, airlines and transport agencies and other segments of tourism sector.

2. Approval of Travel Agents and Tour Operators: approval by department of tourism, Government of India. IATA rules and regulations for approval of a travel agency. Approval by Airlines and Railways. Study of various Fiscal and Non – Fiscal incentives available to Travel agencies and Tour Operations business.

3. Functions of a Travel Agent: understanding the functions of a travel agency – travel information and counseling to the tourists, Itinerary preparation, reservation, ticketing, preparation and marketing of Tour packages, handling business/corporate clients including conference and conventions. Sources of income: Commission, Service charges. Travel Terminology: Current and popular travel trade abbreviations and other terms used in preparing itineraries.

4. Functions of a Tour Operator: market research and tour package formulation, assembling, processing and disseminating information on destinations, Liaisoning with principles, preparation of Itineraries, tour operation and post tour Management. Sources of income for tour operation.


References:
- Holloway, J.C (1983), The Business of Tourism, McDonald and Evans, Plymouth.
- Chand, Mohinder, Travel Agency Management, Anmol Publication

HEALTH CARE MANAGEMENT

4.2 Elective HCM 4: Health Care Economics and Finance

1. Assessment of causes of poor health in the developing countries; health services, economic development and national development planning.

2. Economic appraisal of health services: needs vs demand vs supply model; Health sector financing and expenditure surveys.

3. Primary care: costs, resource availability and allocation; methods and models in the analysis and evaluation of health, sector financing.
4.3 Elective HCM 5: Environmental Health Management and Safety Planning

1. Concept of health care planning, health expenditures, hospitals as a health care delivery system; Management of health care systems; Dimensions of health care management.

2. Management of Quality; concepts of environmental health care; Microbiological considerations; Laundries, CSSD, insect, Rodent control.

3. Emergency and disaster planning; safety management; patients and personnel safety; fire safety, general sanitation.

4. Hazardous waste management; solid waste handling & disposal; liquid waste handling, collection & disposal; water treatment and distribution. Planning and organizing for safety and waste management.

5. Legal and social aspects of waste management; trends and practices; management of costs; health care budgeting; cost containment; management of conflicts; organizing for better health care management; collective employee participation; bargaining; rewards and punishments.

References:

4.4 Elective HCM 6: Health and Hospital Information Systems

1. Concept of health; health care and hospitals, Indian health care system, Government-health care interface: Hospital as a subsystem of health care system; hospital functions.

2. Hospital organization, classification of hospitals; components of a hospital system; changing role of hospital administration; need for managerial functional specialists, issues and challenges of hospital management.

3. Decision making in hospitals, understanding decision making process; drawbacks of hospital communication system; need for systems approach to hospital.

4. Concepts of computers and communication technology, database concepts, networks and communication; types of networks, network topologies, information technology in hospitals; Information system concepts, types of information systems.

5. Hospital information system; systems analysis and design of hospital information systems; design considerations; development approaches; implementation strategies; functionality of computerized hospital information systems, merits and demerits of CHIS, trends in HIS:HIS as a control system; resource utilization & control in hospitals, issues and challenges of hospital management.

References:
4.5 Elective HCM 7: Health Communication: Development and Dissemination

1. An overview of many substantive areas of study within health communication like interpersonal communication, inter-cultural communication, mass media health images, communication campaigns, alternative medicine health ethics.

2. Use of least three artifacts (such as pamphlets, print ads, video, etc) analysis the rhetoric of a successful or an unsuccessful health communication campaign such as AIDS awareness, smoking cessation.


4. Manage health care delivery systems or produce the written material for a healthy campaign or develop a television programme/Health literacy & strategies dissemination in areas of public health emerging from research in hearing, balance, smell, taste, voice, speech or language.

5. Produce materials that make complex disease issues more understandable to public e.g. materials to accompany genetic counseling in areas of inherited disorders.

References:
- Du Pre, Athena, Communicating about health; Current issues & perspective. Mountain view LA: May field publishing company, 2000.

4.3 Elective SBM&E 5: Entrepreneurial Development

1. Entrepreneurial traits, types and significance; Definitions, characteristics of Entrepreneurial types, qualities and functions of entrepreneurs, Role and importance of entrepreneur in economic growth.

2. Competing theories of entrepreneurship; entrepreneurial Development programme in India. History, Support, objectives, stages of performances; planning and EDP objectives. Target group, selection of centre, pre-training work.

4. Innovation and entrepreneur; establishing entrepreneurs system. Search for business idea, sources of ideas, idea processing, input requirements;

5. Sources and criteria of financing, fixed and working capital assessment; Technical assistance, marketing assistance, sickness of units and remedial assistance; preparation of feasibility reports and legal formalities and documentation.

References:

4.4 Elective SBM&E 6: Small Business Environment and Management
1. Small Business in Indian Environment – Economic, Social, Political cultural and legal; Policies Governing small scale units; industrial policies and strategies relating to small scale sector.
2. Technological Know-how and appropriate technology; Quality circles and productivity and linkage between small and big business.
3. Organizational structure and other characteristics of small firms; Special problems in the management of small business in various functional areas like finance, marketing, production and personnel.
4. Sickness in the small-scale sector; Modernization of small and village industries; Training programmes and consultancy services.
5. Institution assisting export promotion of small business in India; Export promotion councils global perspective of small business in selected countries.

References:

4.5 Elective SBM&E 7: Governance & Management of Non-Profit Organizations (NPOs)/NGOs
1. Governance & Management of Non-Profit organizations (NPOs)/NGOs; An Introduction & Discovering the thin line of division.
4. Project planning, design & implementation.
5. Macro perspectives of Governance & Development; Good Governance – Development approaches (Demand side), social accountability, participation & civic engagement, community driven development (CDD) and entitlement, and right base approaches.

References:
- Leadership in Nonprofit organizations – Kathryn A.Agard-Sage publication
- Nonprofit Organizations: Theory, Management & Policy – Helmut K.Anheier – Amazon

RETAIL & SUPPLY CHAIN MANAGEMENT

4.2 Elective R&SCM 4: Sales and Logistics Management
1. Sales Management: Objectives of sales management, Personal selling process, Developing personal selling strategies. Organizing the sales force-Types of sales organizations-Determining the kind of sales force and Size of the sales force. Qualities of sales executives.

References:
- Schumacher.E.F, Small is Beautiful, New Delhi, Rupa, 1990
2. Managing the Sales Force: recruiting, Selecting and Training the sales force, Time and territory management, Sales territories and Sales quotas-Compensating sales force, Motivating the sales force-Controlling the sales force-Evaluating the sales force.

3. Retailing and Wholesaling: non-store retailing, E-tailing, Direct marketing, Tele marketing, Marketing on the net-Future of sales management.


5. Developing Logistics Strategy: logistics information system, Organizing for effective logistics, Implementing logistics strategy-Computer packages used in logistics.

Reference:
- Professional Sales Management – R.E. Anderson, Joseph F Har, Alan J. Bash
- Marketing Channels – Louis W. Stern, Adel I. ER – Ansary, T. Coughlan
- Logistics Management – Donald J.B. and D.J. Closs
- Logistics and Supply Chain Management – Martin Christopher
- Sales Management – Analysis and Decisions Making – Thomas N. Ingram
- Managing Supply Chain – J.L. Gattorn and D.W. Waldis

4.4 Elective R&SCM 6: Promotion & Relationship Management


5. Foundations of Customer Centric Business: internal process and Customers, External Process and Customers, Key Customers, prioritizing Key Customers, Customer Strategy grid. Partner Relationship Management (PRM), The Technology in PRM.

Reference:
- Belch, 2005, Advertising and Promotion, TMH.
- Still, Cundiff and Govni, Sales Management, PHI / Pearson.
- Paul Greenberg, 2005, CRM at the Speed of Light, TMH
- Jagadish Seth, Atul Parvartiyar & Shainesh, 2005, Customer Relationship Management, TMH.

4.5 Elective R&SCM 7: Operations Research


2. Transportation and Assignment Problem: traveling salesmen problems, Solving the sequencing problems, brand switching problems.


5. Decision Theory: Decision making under risk and uncertainty, decision trees. Use MS Excel solver for the above models.

References:
- Quantitative Techniques in Management – N.D. Vohra
- Operations Research – Wagner

B.N. Bahadur Institute of Management Sciences, Manasagangotri, University of Mysore, Mysore.
4.5 Elective:B&I - 7: Acturial Mathematics and Statics

1. **Time value of Money**: Simple interest and component interest, continuous compounding, present value and future value, yield, IRR, computation of cash flows.

2. **Probability**: Concept of probability, types of probability distributions, sampling & hypothesis testing, Baye’s theorem.


4. **Tests**: Chi-square test, standardized deviation test, sign test, cumulative deviation test, grouping of sign test, serial correlation test.

5. **Stochastic models**: Application of stochastic model for calculating risk and return, lognormal distributions, Brownian motion.

**Reference from elective 1 to 7**
- Fundamentals of Risk and Insurance by E.J.Vanghan & T.Vanghan
- Introduction to Banking by Vijaya Ragavan Iyengar
- Bank Management by Koch & Scott Machenald
- Fundamentals of International Banking by Rupnarayan Bose
- Introduction to Risk Management & Insurance by Mark Dorfma
- Risk Management and Insurance – Perspective in Global economy by H.D.Skipper & W.J.Kwon
- Risk Management & Insurance by Harrington Niehaus.
- Stochastic processes – Sheldon M.Rod
- WWW.actuariesindia.org
- WWW.actuariesuk.org

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**GUIDELINES FOR PREPARATION OF MBA PROJECT REPORTS**

**ARRANGEMENT OF CHAPTERS**

**Cover Title Page (Format enclosed)**

**Inner title page (Same as cover title page)**

Certificate from guide and chairman and declaration by the student.

Certificate from company/firm, where the project work is carried out. (Not required if project work is not based on a company/firm).

Acknowledgement

List of tables and figures.

Abbreviations/operational definitions used.

**Introduction should include the following:**

I. **Problem definition / statement.** This will cover company profile too if the topic chosen pertains to a company.

II. **Research Objectives – not more than 5 objectives, Use KSA model.**

III. **Research Methodology – State the basic and secondary research design. If it is a sample survey explain, sampling design and questionnaire design. Sources of data – and techniques of data analysis.**

IV. **Limitations of the project study**

**Chapter I**

**Literature review**

Discuss theories, concepts, hypotheses, models etc., underpinning the project work (project report is an application of theoretical knowledge in analyzing a real life problem/issue faced by an organization)

- at least 15 pages

**Chapter II, III & IV**

**Findings**

This is the longest section of the project report. In these chapters data collected will be presented and analysed without drawing any inference. Depending on the volume of data presented, there could be 3 or 4 chapters in this section.

- at least 40 pages

**Chapter V**

**Summary of Findings**

This chapter will be a brief statement of analysis already stated in the findings section.

- 3 pages
Chapter VI

Conclusions and suggestions

(total no. of pages must be at least 80 but not more than 150)

Bibliography: References like articles, books, websites etc., used in the project work must be included in this section strictly following the citation style (refer MLA’s Handbook and other style manuals)

Appendix

This will include printed secondary data (only if it is very critical) and any questionnaires used for the study.

FORMATTING YOUR PROJECT REPORT

1. Reports should be typed neatly only on one side of the paper with 1.5 spacing on a A4 size bond paper (210 x 297 mm). Use dry tone Xerox for printing.

2. The total number of reports to be prepared is FOUR. Only one copy is to be submitted to the office.

3. Before taking the final printout the approval of the concerned guide(s) is necessary and corrections suggested, if any must be incorporated. If the draft is not approved by the guide, the guide is not obliged to sign the report.

4. The project report must be paper back bound (sample available in the library) Do not insert transparency sheets in the report. Do not use spiral binding.

5. The project report must contain 80-120 pages. But not more than 150 pages.

Outlay of the Report:

- The chapters, sections and subsections may be numbered in the decimal form for e.g. Chapter 2, sections as 2.1, 2.2 etc., and subsections as 2.2.3, 2.5.1 etc.

- Each chapter must be left justified (font size 16). Followed by the title of chapter centered (font size 18), sections/subsection numbers along with their headings must be left justified with section number and its heading in font size 16 and subsection and its heading in font size 14. The body or the text of the report should have font size 12. (Times New Roman)

- The figures and tables must be numbered chapter wise for e.g.: Fig.2.1 Block diagram of a serial binary adder, Table 3.1 Primitive flow table, etc. All figures and tables should appear either in the same page or the next page in which they are referred first. Preferably, all figures and tables are to be placed either at the top or the bottom of a given page.

- References: The references should be numbered serially in the order of their occurrence in the text and their numbers should be indicated within square brackets for e.g. (3). The section on references should list them in serial order in the following format.


  (Refer style manual, - MLA’s Handbook).

- The report should be extensive and include descriptions of work carried out by others only to the best extent necessary. Verbatim reproduction of material available elsewhere should be strictly avoided. Where short excerpts from published work are desired to be included, they should be within quotation marks appropriately referenced. Endnote, Footnote should be printed as per style manual.

- Proper attention is to be paid not only to the technical contents but also to the organization of the report and clarity of the expression. Due care should be taken to avoid spelling and typing errors. Spell check, Grammar check, must be applied. It should noted that report-write-up forms the important component in the overall evaluation of the project.

B.N. Bahadur Institute of Management Sciences, Manasagangotri, University of Mysore, Mysore.
Evaluation of Mutual Fund Performance  
A Case Study of Equity Funds of UTI

by

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IV Semester MBA
Reg.No……………..

Guide
…………………..

Project Report submitted to the University of Mysore in partial fulfillment of the requirements of IV Semester MBA degree examinations – 200..

B.N. Bahadur Institute of Management Sciences,
University of Mysore, Manasagangotri,
Mysore – 570 006

(Prepared by B.N.Bahadur Institute of Management Sciences.)