Syllabus for II year MBA Program

2013-14
## II YEAR COURSE STRUCTURE

### II YEAR I SEMESTER

<table>
<thead>
<tr>
<th>Subject Code</th>
<th>Subject</th>
<th>Marks</th>
<th>L</th>
<th>T/P</th>
<th>Credits</th>
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<tbody>
<tr>
<td>A93001</td>
<td>Entrepreneurship and Corporate Governance</td>
<td>100</td>
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<td>A93002</td>
<td>Cost and Management Accounting</td>
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<td><strong>Elective I</strong></td>
<td>100</td>
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<tr>
<td>A930M5</td>
<td>Consumer Behaviour</td>
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<tr>
<td>A930F5</td>
<td>Security Analysis and Portfolio Management</td>
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<td>A930H5</td>
<td>Recruitment and Selection</td>
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<td>A930M6</td>
<td>Retailing Management</td>
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<td>Derivatives</td>
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<td>Training and Development</td>
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<td>A930M7</td>
<td>Marketing Communications</td>
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<td>A930F7</td>
<td>Financial Institutions, Markets and Services</td>
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<td>A930H7</td>
<td>Management of Industrial Relations</td>
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<td>A93008*</td>
<td>Company Analysis Report(CAR) &amp; Industry Analysis Report (IAR)*</td>
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## II YEAR II SEMESTER

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<th>Subject Code</th>
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<td>International Marketing</td>
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<td>A940F1</td>
<td>International Financial Management</td>
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<td>A940H1</td>
<td>Performance Management</td>
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### Elective IV

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<td>A940F2</td>
<td>Strategic Investment and Financial Decisions</td>
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<td>A940H2</td>
<td>Management of Change</td>
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### Elective V

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<td>A940M3</td>
<td>Services Marketing</td>
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<tr>
<td>A940F3</td>
<td>Risk Management and Insurance</td>
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<tr>
<td>A940H3</td>
<td>Compensation and Reward Management</td>
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### Elective VI

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<th>Subject Code</th>
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<th>Marks</th>
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<th>T/P</th>
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<tr>
<td>A94004</td>
<td>Statistical Package for the Social Sciences LAB (Internal Exam)</td>
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<td>Comprehensive Viva</td>
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<td>Seminars</td>
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| Total        |                                                  | 600   | 27| 07  | 28      |

**Note:**

*CAR & IAR shall be submitted in second and third semesters respectively.

All End Examinations (Theory and Practical) are of three hours duration.

L – Theory    T – Tutorial    P – Practical    C – Credits
The objective of the course is to make students understand the nature of entrepreneurship, and to motivate the student to start his/her own enterprise. The objective of the course is to enlighten with the fragrance of Corporate Good Governance and Business Ethics, so that they would become the best entrepreneurs / managers of the corporate world.

**Unit 1: Nature of Entrepreneurship:** Characteristics, Qualities and skills of an Entrepreneur, functions of entrepreneur, Entrepreneur scenario in India and Abroad. Forms of Entrepreneurship: Small Business, Importance in Indian Economy, Types of ownership, Sole-trading, Partnership, Joint Stock Company and other forms. First-Mover disadvantages, Risk Reduction strategies, Market scope strategy, Imitation strategies and Managing Newness

**Case:** Shahnaz Hussain: World’s greatest Women Entrepreneur


**Case:** N.R Narayana Murthy-Infosys


**Case:** Case study on Business Ethics - Safety? What Safety?

**Unit 4: Understanding Corporate Governance:** Corporate Governance- Capitalism at crossroads – Historical perspective of Corporate Governance – Issues of Corporate Governance – Theoretical basis of Corporate Governance – Corporate Governance mechanisms – Indian Model of Governance – Good Corporate Governance – Corporate Governance committees – OECD Principles – Indian Committee and guidelines – The confederation of Indian Industry’s initiative. Corporate Governance Models, Corporate Social Responsibility.

Case: EMRAN

References

- Robert D Hisrich, Michael P Peters, Dean A Shepherd: Entrepreneurship, TMH, 2009
- Bholanath Dutta, Entrepreneurship-Text and Cases, Excel, 2009
- Vasanth Desai, Entrepreneurship, HPH, 2009
- David Martin, Corporate Governance, Viva, 2009
- Ronald D Francis & Mukti Mishra, Business Ethics, TMH, 2009
- R. K Mishra, Gitarani, Corporate Governance, Excel, 2009
- A. C. Frenando, Corporate Governance, Pearson, 2006
- V. Balachandran & V. Chandrasekaran, Corporate Governance & Social Responsibility, PHI, 2009
- A. C. Fernando, Business Ethics, Pearson, 2009
- Laura P Hartman & Abha Chatterjee, Business Ethics, TMH, 2009
The objective of the course is to enable the students the components of product cost their calculation methods, and their control. Prerequisite for the course is Knowledge of Financial Accounting and Analysis taught in First Semester of the Programme.


Case: Dell Computer Corporation

Unit 2: Costing for specific industries: Unit costing, Job Costing, cost sheet and tender and process costing and their variants, treatment of Normal losses and abnormal losses, Inter-process profits, costing for by-products and equivalent production.

Case: Nantucket Nectars

Unit 3: Marginal Costing: Introduction, Application of Marginal costing in terms of Cost control, profit planning, Closing down a plant, dropping a product line, charging General and specific fixed costs, fixation of selling price, make or buy decisions, key or Limiting factor, selection of suitable product mix, desired level of profits, diversification Of products, closing down or suspending activities, level of activity planning. Breakeven-analysis: Application of BEP for various business problems. Inter-firm comparison: Need for Inter-firm Comparison, types of comparisons, advantages.

Case: Store-24

Unit 4: Budgetary Control: Budget, budgetary control, Steps in Budgetary control, Flexible budget, different types of budgets: Sales budget, Cash budget, Production Budget, Master budget, Performance budgets, Material vs. Purchase Budgets, Zero Based Budgeting, An Introduction to Cost Audit and Management Audit.

Case: Ritz Carlton Hotel Company

Case: Wilmot Chemical Corporation

References

- Colin Drury, Management and Cost Accounting, Cengage, 2009
- Bhahatosh Banerjee, Cost Accounting Theory and Practice, PHI, 2006
- Charles T. Horngren, Cost Accounting, PHI, 2009
- Allen, Cases In Management Accounting & Control System, Pearson, 2009
- Blocher, Chen, Cookins, Lin, Cost Management a Strategic Emphasis, TMH, 3/e 2009

Case references

- Blocher, Chen, Cookins, Lin, Cost Management a Strategic Emphasis, TMH, 3/e 2009
- Charles T. Horngren, Cost Accounting, PHI, 2009
- Allen, Cases In Management Accounting & Control System, Pearson, 2009
The Objective of the course is to enable students to understand the importance of technology innovation and its contributions for business excellence. It emphasizes the process of creating competitive advantage with creativity and innovation through R&D, Financial evaluation of R&D projects and selection, portfolio planning, stages of new product development and its design, Architecture and commercialization. Concepts of technology forecasting, absorption, diffusion are made clear to students. A vivid picture of process of technology transfer, its key elements like pricing and latest status of Technology is also given to the students.

*Students need Discounting Table and Statistical Table to solve problem*

**Unit 1: The Process of Technological Innovation:** The Need for a Conceptual Approach, Technological Innovation as a Conversion Process, Factors Contributing to Successful Technological Innovation.


**Case:** Master Technology First; Be a Manager Later


**Case:** Developing India as R&D Hub


**Case:** Market Response Model
Unit 4: Technological Forecasting For Decision Making: The Definition of Technological Forecasting, Forecasting System Inputs and Outputs, Classification of Forecasting Techniques, Organization For Technological Forecasting, Current Status. Technology Absorption and Diffusion.

Case: Alembic New Combat Strategy

Unit 5: Transfer of Technology: Modes of technology transfer, Price of technology transfer, Negotiation for price of MOT.

Case: Technology Transfer in Auto Industry

References

- Krishnamacharyulu, Management of Technology, HPH, 2009
- Norma Harison and Samson, Technology management – Text and cases, TMH, 2009
- White, The Management of Technology & Innovation, Cengage, 2009
- Khandwala, Corporate Creativity, TMH, 2009.

Case references

ANURAG GROUP OF INSTITUTIONS

II YEAR I SEMESTER

A93004: STRATEGIC MANAGEMENT

The Objective of the course is to enable students have a grasp of various business strategies in general and functional management areas. It will provide a strategic orientation in conduct of the business


Case: Allstate


Case: Market leadership


Case: Nestle India Ltd

Unit 4: Turnaround and Diversification Strategies: Turnaround strategy – Management of Strategic Change, strategies for Mergers, Acquisitions, Takeovers and Joint Ventures - Diversification Strategy: Why firms diversify, different types of diversification strategies, the concept of core competence, strategies and competitive advantage in diversified companies and its evaluation.

Case: Artos India Ltd

performance – Guidelines for proper control - Strategic surveillance - Strategic Audit - Strategy and Corporate Evaluation and feedback in the Indian and international context.

Case: Wall Mart

References

- Saloner, Strategic Management, Wiley 2009
- P. Subbarao, Strategic management, Himalaya, 2009
- VSP Rao, Strategic Management, Excel, 2009
- Johnson, Exploring Corporate Strategy, Pearson, 2009
- Hitt, Ireland & Hoskisson, Management of Strategy, Thomson 2009
- Allan Afuah, Business Models, A Strategic Management Approach, TMH, 2009
- Fred R. David, Strategic Management Concepts and Cases, PHI, 2009
- Hill, Strategic Management an Integrated Approach, Biztantra, 2009
- Ajit Prasad, Extremely Short cases in Strategic Management, Excel-2009

Case references

- P. Subbarao, Strategic management, Himalaya, 2009
- VSP Rao, Strategic Management, Excel, 2009
The objective of the course is to enable students to understand the perspectives of Consumers and their buying behaviour. The pre-requisite for this course is Marketing Management offered in 1st semester.


**Case**: Marico Industries

**Unit 2: Social and Cultural Environment**: Economic, Demographic, Cross Cultural and Socio–Cultural Influences, Social Stratification, Reference Groups and Family Influences, Personal influence.

**Case**: Handling of Down-Age Syndrome


**Case**: Booming Batter Business

**Unit 4: Consumer Decision Process**: High and Low Involvement, Pre-purchase Processes, Purchase, Post Purchase processes, Consumption and evaluation, Brand Loyalty and Repeat Purchase Behaviour.

**Case**: Gini & Joni – Reference Groups


**Case**: MRTPC blocks Excel

**References**

- Schiffman, L.G and Kanuk L.L, Consumer Behaviour, 8/e, Pearson, 2009
- Kazabi Batra, Consumer Behaviour, Excel, 2009
- Suja R Nair, Consumer Behaviour--An Indian Perspective, HPH, 2008
- Roger D. Black Well, Consumer Behaviour, Cengage Learning, 2008
- Henry Assael, Consumer Behaviour, 6/e, Cengage, 2009
- Michael R. Solomon, Consumer Behaviour, 7/e, PHI, 2007
- J. Paul Peter, Jerry C. Olson, Consumer Behaviour & Marketing Strategy, TMH, 2009
- Peter, Consumer Behaviour and Marketing Strategy, 7/e, TMH, 2009
- Kumar, Conceptual Issues in Consumer Behaviour, Pearson, 2009
- Suja R. Nair, Consumer Behaviour, 2nd Edition, HPH

**Case References:**

- Consumer Behaviour, Suja R. Nair, 2nd Edition, HPH
- Dr. K. Karunakaran, Marketing Management (Text and Cases in Indian Context), HPH, 2008.
The objective of the course is to provide the conceptual and analytical frame work of Security Analysis and Portfolio Management, to make the students proficient in understanding the dynamics of securities markets and to suggest the investors about investment decisions.


**Case:** Where to Invest Rs 1 Lakh – Short and Long Term Options

**Unit 2: Risk and Return: Portfolio Theory and Assets Pricing Models:** Risk and Return on a single asset using Normal Distribution.

A) Risk and Return on a portfolio of two and three securities, Minimum Variance Portfolio.


**Case:** Sudarshan’s Risk Inquest.


**Case:** Nature Care India Ltd.

**Unit 4: Equity- Analysis, Valuation and Management:** Basic features of Common stock, Types of Issues by Indian companies, Intrinsic Value and Market Value. Dividend Discount

**Case:** Valuation of shares: Using CAPM- Hindustan Unilever Limited

**Unit 5: Security Analysis**


B) **Fundamental Analysis:** Efficient Market Hypothesis, Top- down Valuation: Economic Analysis, Industry Analysis and Company Analysis.

C) **Technical Analysis:** Strengths and Weaknesses of Technical Analysis, Arithmetic vs logarithmic Charts. Candle Stick Analysis- One Candle, Two Candle and Three Candle patterns. Support and Resistance lines. Head and Shoulders. Double top and Double bottom. Relative Strength Index. Getting benefit from pattern formations in stock charts.

**Case:** Fundamental Analysis using Discounted Cash Flow.

**References**

- Charles P. Jones, Investments – Analysis and Management, John Wiley, 2009
- Arnold, Kumar, Corporate Financial Management, Pearson, 2009

**Case References**

- www.rupeetalk.com
- I M Pandey, Ramesh Bhat , Financial Management, 3e, TMH, 2012
• Rajiv Srivastava, Anil Misra, Financial Management, Oxford University Press, 5th Impression, 2010

**Suggested Readings**

• 108 Mantras for Financial Success- IIFL
• Security Analysis- Benzamin Graham
• The Intelligent Investor- Benzamin Graham.
The objective of this study is to enable the student to specialize in the area of Recruitment and Selection with a special focus on pre-employment tests and measuring competencies. The prerequisite for this course is Human Resource Management.


**Case**: Recruitment and selection at Tesco

**Unit 2: Interviewing**: Job descriptions, Reviewing the Application and Resume, Planning Basic Questions, Competency Based Questions, Key Competency Category, Competency Based Lead-Ins, Generic Competency Questions, Additional types of Questions, Probing Questions, Questioning Techniques to avoid, Encourage Applicant to Talk, Providing Talk.

**Case**: Recruiting for Ritz Carlton

**Unit 3: Pre-employment Tests**: Testing advantages and disadvantages, test validation, testing categories, Computer based testing, Background check policy, Reference check, Guidelines for releasing and obtaining Information.

**Case**: Improving selection in smaller companies

**Unit 4: Ability Tests**: Mental Ability, effects of practice and coaching, Mechanical ability test, Personality Measurement Test, Personality Assessment- Performance tests and, Use of performance test, Assessment Center-Integrity Testing Drug testing, Graphology.

**Unit 5**: Recruitment and Selection Practices Abroad - Case Studies of China, Australia and Japan

**References**


Case references

- www.busineescasestudies.co.uk
- Robert L.Mathis, Human Resource Management, 10th edition, Thomson-South west publication
- Angelos.Denisi, 2nd edition, Biztantra
The objective of the course is to enable students to develop a deeper insight into the functioning of Retailing Sector with a special focus on merchandising and store management.

**Unit 1: Introduction:** Advent of Retailing -Functions of Retailing - Types of Retailing - Customer Buying Behavior-Retailing Strategy: Target Market & Retail Format – Growth Strategies - Strategic Retail Planning Process - Factors to be considered for Retail Planning. Human Resources & Administrative Strategy: Designing the Organizational Structure for Retail Firm - Retail Organization Structures.

**Case:** Organized retailing will benefit Indian Economy

**Unit 2: Merchandising and pricing strategies:** Merchandise planning - Sources of Merchandise -Category Management - Buying Systems to Stores - Allocation of Merchandise-Retail Pricing Strategies –Approaches for setting pricing – Pricing Adjustments – Using price to stimulate retail sales – Promoting the Merchandise –Implementing an Advertising Plan.

**Case:** Merchant of Margins

**Unit 3: Store Management:** Objectives of a Good Store Design –Store Design – Store Layout – Space Planning – Merchandise Presentation Techniques and Atmospherics.

**Case:** Godrej & Boyce Retail outlets

**Unit 4: Location strategies:** Shopping Centers –Freestanding Sites – Location and Retail Strategies- Factors Affecting the Demand for a Region or Trade area –Factors Affecting the Attractiveness of a site

**Case:** Mc Donald’s

**Unit 5: Retailing in India:** The Present Indian Retail Scenario – Factors Affecting Retailing in India – Region wise Analysis of Indian Retailing – Retailing Opportunities in India. CRM in Retail Management, Prompt Delivery, Customer Satisfaction after Sales Service etc.

**Case:** Neiman Marcus

**References**

- Fernie, Logistics & Retail Management, Kogan Page, 2009
• Arif sheik, Retail Management, HPH, 2008
• Sivakumar, Retail Management, Excel, 2009
• Andrew J Newmann & Petes Cullen, Cengage Learning, 2009.
• Swapna Pradhan, Retailing Management Texts & Cases, TMH, 2009
• Diamond, Retail Buying, Pearson, 2009
• Sathish Taneja, Franchising, Paragon International, 2009
• SujaNair, Retail Management, HPH

Case References

• Dr. K. Karunakaran, Marketing Management (Text and Cases in Indian Context), HPH, 2008.
• SujaNair, Retail Management, 4e, HPH, 2009
• Neiman Marcus, Levy & Weitz, Retailing Management, 15e, TMH, 2009.
The objective of this course is to make students efficient in the area of Derivatives, giving them the knowledge of basics in Derivatives, Future Markets, Option Strategies, etc.


**Unit 2: Forward Markets:** Forwards Market concept, Features, Structure of Forward Markets, Managing risks using Forwards, Commodity Price Risk, Interest Rate Risks, Foreign Exchange Risk, and Determination of Forward Prices.

**Unit 3: Futures Markets:** Mechanics of Futures contract, Forwards Vs Futures, Hedging Strategies Using futures, Determination of Future Prices, Interest Rate Futures, Currency Futures.

**Cases:** Case on Futures contract of any selected commodity current data

Indigo


**Case:** Case on Options of any selected company’s current data

**Unit 5: Swaps:** Concept and Nature, Evolution of Swap Market, Features of Swaps, Major types of Swaps, Interest Rate Swaps, Currency Swaps, Commodity Swaps, Equity Index Swaps, Credit Risk in Swaps, Credit Swaps, using Swaps to Manage Risk, Pricing and Valuing Swaps.

**Case:** General products-The Rosy Swap

**References**

• S. S. Kumar, Financial Derivatives, PHI, 2009.
• A. N. Sridhar, Futures and Options, Equities & Commodities, Shroff Publishers and Distributors, 2008.

Case references

• www.ncdex.com
• www.nseindia.com
The objective of this study is to specialize the HR students in the area of Training and Development

**Unit 1: Training Choices and Dynamics:** Definition of training, Scope and Importance of Training, Methods of training, Assumption for Prevailing and Alternative Concepts of Training, Training Need Analysis, Action through Training or Action through Force, Culture and other Contexts, Training Strategy, Overview of Training Process. Establishing the Objectives and Preparing the Partners, Organizational Collaboration through Clarifying needs, two Dilemmas of Development, clarifying Individual Motivation for Training, and Seven System Functions with Candidates for Training.

**Case:** Training and Development as a strategy for growth- Siemens

**Unit 2: Designing the Program:** Designing the successive approximations, Five steps in program design, Outlining program sequences and themes, Composing the detailed syllabus, Modular approach to programme design, Building in flexibility, Monitoring and improving training during the programme, Training schedules and time tables.

**Case:** Training and Development in Nestle

**Unit 3: Training Methods:** Two faulty juxtapositions, Events-reflection-experience, Learning on the job – Nine training requirement methods compared with objectives, learning process and facilities, Developing Group and Climate: The social process –Three aspects, Indicators of Group Development, The training climate, Trainers and Training Style: Personal needs of trainers, Power and Influence, Trainers realness under pressure, Trainers role, Trainers style, Post training support for improved performance at work.

**Case:** Case at XYZ Company

**Unit 4: Evaluation of Training:** Issues for evaluation, Role of the training system with evaluators from other constituencies, Training and Training System Development, System goals and Approaches to system development, Tasks of the training system, The dynamics of developing training systems, Training Centre and Like Institutions-Characteristics, Dilemmas, Consistent learning environment for participants, Institutional climate for trainers, Trainers language of resistance, Crisis dilemmas and Resolution in institution development, The training centre in its environment, Action Research for Better Training- Action research by trainers, Some questions for trainers to study, Trainers-Researchers.

**Case:** Training and Development in Godrej Industries Ltd. (GIL)
Unit 5: Training instruments: Exercises on Self-assessment, Self Awareness, and Fundamental Interpersonal Relations Orientation – Behavior (FIRO-B), Setting goals for subordinates, Coaching, Counseling and Mentoring, Empowering people through delegation, Working with teams, Creative problem solving.

Case: Training and Development in Heavy Construction Equipment Company

References


Case references:
- www.businesescasestudies.co.uk
- www.slideshare.net
- R. Satya Raju, Partha sarthy, Management text and cases
- www.citehr.com
- R.K.Suri,Dr.S.L.Gupta, Case studies in human resource Management
ANURAG GROUP OF INSTITUTIONS

II YEAR I SEMESTER

A930M7: MARKETING COMMUNICATIONS

The objective of this course is to make the student proficient in promoting an organization through advertising and branding in contemporary styles.


**Case:** IMC


**Case:** Cautionary Position of Advertising


**Branding:** Product Concept –Unique Selling proposition – Product Management – Product & STP-Reverse Engineering – Framing Product Line

**Case:** Making of a campaign of beauties and super stars – Lux


**Case:** Café Coffee day

**Unit 5: Brand Extension** Strategies in Indian Context – Branding Commodities- Brand Perception and Brand Strategy – Subtleties and Celebrities – Brand Equity and pricing decisions
Cost to Server Consumers – Service Quality and Branding – Retailing impact on branding – Online Brand Equity and Offline Brand Equity.

**Case:** Southwest Airlines – Service Quality

**References**

- Helen Edwards & Derek Day, Creating Passion Brands, Kogan Page, 2005
- S.Ramesh Kumar, Marketing and Branding, Pearson Education, 2009
- Tapan K Panda, Building Brands, Excel, 2008
- Chunawala, Advertising, Sales promotion and Distribution, Himalaya, 2009
- Sharma & Singh, Advertising, PHI, 2009
- Jason Hartman, Brand of Chocie, Jaico, 2009
- Terence A Shimp, Advertising and Promotion, Cengage Learning, 2007
- Rodney D Ryder, Trademarks, Advertising and Brand Protection, Macmillan, 2009

**Case References**

- Dr. K. Karunakaran, Marketing Management, HPH, 2008.
- Sangeeta Sharma and Singh, Advertising, PHI, 2009
- Philip Kotler, Kevin Keller, Abraham Koshy, Mithileshwar Jha, Marketing Management - A South Asian Perspective, 13th edition, PE
The Objective of the Course is to provide to students an Understanding of Financial Markets, the major Institutions involved and the Services offered within this Framework.


**Cases:** “What Do the Black Monday crash of 1987 and the Tech crash of 2000-Tell us about Efficient Market Hypothesis”

A case on Angle Investors


**Case:** Case study of financial crisis- the great depression


**Case:** Treasury Bill auctions Go Haywire

Case: Investment banks, Security Brokers and Dealers, and Venture Capital Firms

Unit 5: Investment Banking: Introduction, Functions and Activities, Underwriting, Bankers to an issue, Debenture Trustees, Portfolio Managers. Challenges faced by Investment Bankers.

Case: NASDAQ; Fighting for its life against ECNs

References

- Rammohan, Regulation of Financial Intermediaries in Emerging Markets, Sage, 2009
- Pathak, Indian Financial Systems, Pearson, 2009
- Hunt B, Terry C, Financial Institutions, Markets and Services, 2011

Case References:

A930H7: MANAGEMENT OF INDUSTRIAL RELATIONS

The objective of the course is to give a good understanding of dynamics of Industrial Relations against the backdrop of monitoring and regulatory environment in India.


**Case:** Trade Union Democracy


**Case:** Code of discipline in Industry

**Unit 3: Tripartism and Social Dialogue:** Types and levels of Tripartism – Social dialogue and the Reform Process – Strengthening tripartite social dialogue – Role of government in industrial relations.


**Case:** Coolers as Basins
References

- Memoria and Gauskar, Dynamics of Industrial Relations, Himalaya, 2009
- Arun Monappa, Industrial Relations, TMH, 2009
- Tapamoy Deb, Managing Human Resources & Industrial Relations, Excel, 2009
- B D Singh, Industrial Relations, Excel, 2009

Case Reference

A940M1: INTERNATIONAL MARKETING

The objective of the course is to provide students with a perspective of International Marketing Management, its environment and complexities. The prerequisite for the course is Marketing Management taught in II semester.


Case: Smart Car


Case: Tapping into Global Markets


Case: Parker Pen Co (A)


Case: Japan Distribution Strategy

EXIM policy of India. Export costing and pricing, Export procedures and export documentation. Export Assistance and Incentives in India.

Case: Benetton Group SPA – Raising Consciousness and controversies with Global Advertising

References

- Michael Czinketa, International Marketing 8/e, Cengage, 2009

Case Reference

Course Objectives: The objective of the course is to provide students with a broad view of International Monetary Systems and its understanding to enable a global manager to do business in a global setting, to make them proficient in managing risk effectively using currency derivatives.


Banana, Banana- The dispute between the USA and the EU over banana imports.

Unit 2: International Monetary System: Evolution, Gold Standard, Bretton Woods System, the Flexible Exchange Rate Regime, evaluation of Floating Rates, the Current Exchange Rate Arrangements, the Economic and Monetary Union (EMU).

Case: Le Serpent- An International Finance Case Study- Stern School of Business- New York University


Cases: Blades, Inc.- Assessment of Purchasing Power Parity
Assessment of the IFE by the Sports Exports Company

Case: The Centrallia Corporatation’s Currency Swap

Unit 5: International Banking and Debt Crises: International banking-eurobank, types of banking-offices-corrrespondent bank, representative office, foreign branch, subsidiary bank, offshore bank; International financial instruments–euro CP, Eurobonds, foreign bonds, global bonds, euro equity, ADR, GDRs and IDRs.

Cases: Causes, consequences and lessons learned from Subprime Crisis, Greek and Cyprus Crisis.

References

- S. Eun Choeland Risnick Bruce, International Financial Management, TMH, 2009
A940H1: PERFORMANCE MANAGEMENT

The objective of the course is to provide an outline on the concepts of Performance Management of individuals in the organization. The prerequisite for the course is knowledge of HRM.

**Unit 1: Introduction to Performance Management:** Importance and Methods of Performance Management, Planning Performance for Role Clarity, Accountability and Effectiveness, Aligning People to Business Goals, Increasing Self-Awareness and Understanding: Self-Appraisal, Performance Analysis.

**Cases:** Bharat Petroleum Corporation Ltd.

Performance Management System in Titan


**Cases:** Performance Management System in Infosys,

Performance Management System in Dr.Reddy’s Laboratories


**Cases:** Performance Management System in National Stock Exchange

Performance Planning Development Review and Management System: NOCIL.


**Unit 5: Strategies for Performance Management:** Competency Mapping, Benchmarking, 360 Degree or Multirater Assessment and Feedback Systems, Potential Appraisal, Instruments and its application in different companies- Check list Method, Paid Comparison Method, BARS, Forced Choice Method, Assessment Center.
Case: Integrating 360 degree Feedback with Performance Management System: *TISCO*

References


Case References

A940M2: SALES AND DISTRIBUTION MANAGEMENT

The objective of this course is to provide students a wonderful opportunity of learning the basics and concepts of Sales Management and Distribution Management.


**Case:** PI Foods - Managing Sales and Distribution

**Unit 2: Management of Sales-I:** Strategic Planning- Role of Marketing & Sales- Marketing & Personal Selling Strategies – Sales Strategy – Developing Sales Forecast- Forecasting Approaches- Sales budget- Defining Sales Territories-Procedures for Designing Territories-Assigning Territories to People- Managing Territories-Sales Quotas.

**Case:** AG Refrigerators Ltd – Developing Sales forecast; Territory and Sales quotas

**Unit 3: Management of Sales – II:** Concepts of Sales Organization- Types of Sales Organization Structures- Specialization within Sales Organization- Sizing and Staffing the Sales Force – Training and Motivating Sales Force- Compensating and Leading Sales Force- Sales Force expenses – Marketing Audit- Sales Force Audit- Evaluation of Sales org- Evaluating and Controlling the Performance of Sales Force.

**Case:** CG Ltd – Refresher Training.


**Case:** Role of Channel and Distribution – Bajaj Auto

**Unit 5: Designing Channel Systems:** Channel Design Factor – Channel Planning Process – Ideal Channel Structure – Training, Motivating & Evaluating Channel Members- Channel Design Comparison – Implementation – Vertical Integration – Channel Management – Power &
Conflict – Principles of Channel Management – Channel Information System- International Sales and Distribution Management.

Case: Success stories of two intermediaries; Kinetic Engineering Company Ltd – Handling Channel conflict

References

- Krishna K Havaldar & Vasant M Cavale, Sales and Distribution Management, TMH, 2007
- Chunawala, Advertising, Sales and promotion Management, HPH, 2009
- Donald J. Bowersox & M. Bixby Cooper, Strategic Marketing and Channel Management, TMH, 2008
- Pran Choudhury, Ricky Elliott & Alan Toop, Successful Sales Promotion, Orient Longman Limited, 1998
- Subhash C Jain, Marketing Strategy, Cengage, 2008
- Kazmi, Marketing Management, Excel, 2007
- Coughlan, Marketing Channels, Pearson, 2009

Case References

- Krishna K Havaldar & Vasant M Cavale, Sales and Distribution Management, 2/e, TMH, 2007,
- S L Gupta, Sales and Distribution Management, 2/e, Excel, 2009
A940F2: STRATEGIC INVESTMENT AND FINANCING DECISIONS

The objective of the course is to provide students with knowledge of investment and Financing decisions from the strategic perspective. The prerequisite for the course is Financial Accounting and Analysis and Financial Management.

**Students need to be provided with discounting and statistical table for examination**


**Case:** Pallavi Textiles Limited, National Steel India limited and Richa Foods Company.

**Unit 2: Types of Investments and Disinvestments:** Project Abandonment Decisions, Evidence of IRR. Multiple IRR, Modified IRR, Pure, Simple and Mixed Investments. Lorie Savage Paradox. Adjusted NPV and Impact of Inflation on Capital Budgeting Decisions.

**Case:** Deluxe Auto Limited.


**Case:** The Neogi Chemicals Company


**Case:** Vishal Engineering Enterprises, Tomco Mergers with HLL, Tata & Corus


**Case:** CAL Pharma Limited.
References

- Prasanna Chandra, Financial Management, 7/e, TMH, 2008
- Vishwanath, Corporate Finance, Sage, 2009
- Alan Shapiro, Capital Budgeting and Investment Analysis, Pearson, 2008.

Case References

The objective of the course is to enable students understand how to cope up with the changes that take place constantly in business. The prerequisite for the course is knowledge of HRM and Organizational Behavior subjects.

**Unit 1: Change Management:** Introduction, An overview of Change, Forces of Change, Types of Change, Change Models, Change Programmes – Change Levers-Change as Growth – Change as Transformation – Change as Turnaround – Value-Based Change.

**Cases:** A Hewlett Packard Change Story: Managing a Merger,

An IBM Change Story: Transformational Change from below and above,

A McDonald’s Change Story: Responding to Pressure.

**Unit 2: Mapping and diagnosing change:** The role of diagramming in system investigation – A review of basic flow diagramming techniques –Systems relationships –Systems diagramming and mapping, Influence charts, multiple cause diagrams- A multidisciplinary approach.

**Cases:** Chipping Away at Intel, Nestle, Boeing.

**Unit 3: Change Diagnosis & Resistance to Change:** Diagnosis Models and Component Analysis – Diagnosing readiness to change- Resistance to change: Factors contributing to resistance, Cognitive and Affective processes, Recognizing resistance, Methods for dealing with resistance to change. Managers as resistors to change - Suggestions to manage resistance.

**Cases:** Problems at Perrier,

Innovations at Wipro.

**Unit 4: Implementing change:** Organization Development - Meaning, Nature and scope of OD - Dynamics of planned change – Person-focused and role-focused OD interventions –Planning OD Strategy – Implementing change through OD, Appreciative inquiry and sense-making approaches- Contingency and Processual Approaches to implementing change.

**Cases:** Change at Dupont,

British Airways Swipe Card Debacle,

Implementing Tata Business Excellence Model in Tata Steel
Unit 5: Linking Vision and Change: Content of meaningful Vision – Strategies for Communicating Change- Consolidating Change: Actions to Consolidate to Change – Signs of Consolidation of Change - Caution to be observed.

Cases: Role of Vision at Mentor Graphics.

References

- Mike Green, Change management, Kogan Page, 2009.
- Passmore, Stefan, Appreciative Inquiry for Change Management, Kogan Page, 2009
- French, Organizational Development and Transformation, 6/e, TMH, 2009

Case References

The objective of the course is to provide a deeper insight into the marketing management of companies offering services as product. The pre-requisite for this course is Marketing Management offered in II semester.

**Unit 1: Understanding Services Marketing & CRM:** Introduction, Services in the Modern Economy, Classification of Services, Marketing Services Vs. Physical Services, Services as a System –Customer Relationship Marketing: Relationship Marketing, the Nature of Service Consumption, Understanding Customer Needs and Expectations, Strategic Responses to the Intangibility of Service Performances.

*Case: Village Volvo*


*Case: LIC*

**Unit 3: Pricing & Promotion Strategies For Services:** Service pricing, Establishing Monetary Pricing Objectives, Foundations of Pricing Objectives, Pricing and Demand, Putting Service Pricing Strategies into Practice. Service Promotion: The role of Marketing Communication. Implication for Communication Strategies, Setting Communication Objectives, Marketing Communication Mix.

*Case: Bharti Cellular*

**Unit – 4: Planning And Managing Service Delivery:** Creating Delivery Systems in Price, Cyberspace and Time. The physical Evidence of the Service Space. The Role of Intermediaries, Enhancing value by Improving Quality and Productivity

*Case: Central Market - Layout*

References

- Ravi Sankar, Services Marketing, Excel, 2009
- Hoffman, Services Marketing, Cengage, 2009

Case References

The Objective of this course is to give students a deeper insight into the concepts and strategies of Risk Management and Insurance.


**Case:** Risk management at a Television Station


**Cases:** Material Misrepresentation Facts

Legal Issues Involving Insurance Agents and Brokers

**Unit 3: Risk Aversion and Risk Management** by Individuals & Corporations, Loss Control, Types of Loss Control, and Optional Loss Control when Costs and Benefits are known.

**Case:** Loss Control pays big benefits in Risk management Programs


**Case:** Insurance Agent: The customer’s Ally


**Case:** BHEL’s objectives from the perspective of shareholders

**References**

• G. Koteshwar, Risk Management Insurance and Derivatives, Himalaya, 2008
• Gulati, Principles of Insurance Management, Excel, 2009

Case references

• Mark S. Dorfman, Risk Management and Insurance, Pearson, 2009
The objective of this course is to specialize the HR students in the area of Compensation and Reward Management. The prerequisite for this course is Human Resource Management offered in second semester.

**Unit 1: Evaluating, pricing and analyzing Jobs and Roles:** The approach to job evaluation, Job evaluation in action, equal pay for work of equal value, Conducting pay and benefit surveys and Competency analysis. 3 P concept of compensation. Case on Temperamental talent, High performance through Participative Management, Executive Defects, Empowerment that came undone.

**Case:** The TCS Approach and Experience

**Unit 2: Pay Structures:** Pay structures purpose and types, Graded pay structures, Broad banding, Rewarding individual and Team contributions and Organizational performance, performance related pay, Performance management and rewards, Shop floor incentive schemes, Skill based pay.

**Case:** Performance Management System at Bharti Telecom EVA Incentive Scheme

**Unit 3: Competency and Pay:** Competency Related Pay, Team Rewards, Relating Rewards to Organizational Performance, Non Financial Rewards. Team Based Compensation: The HR Manager’s Dilemma.

**Case:** Performance based compensation structure in Crompton Greaves Ltd.,

**Unit 4: Employee Benefits:** Allowances and Pension Schemes, Managing the Reward System for Special Groups, Rewarding Directors and Senior Executives, International Pay and Expatriates Rewards, Rewarding Sales Staff, Managing Reward systems, Managing Rewards with the help of Computers.

**Case:** Are top executives paid too much?

**Unit 5: International Compensation:** International Pay and Expatriates Rewards, Rewarding Sales Staff, Managing Reward Systems, Managing Rewards with the help of computers.
References

- Michael Armstrong, Employee Reward, Oxford University Press, 2008
- Tapomoy Deb, Compensation Management, Excel Books, 2009
- Dr. Sakshi Vasudeva, Compensation Management, Paragon International, 2009
ANURAG GROUP OF INSTITUTIONS

II YEAR II SEMESTER

A94004: STATISTICAL PACKAGE FOR THE SOCIAL SCIENCES LAB
(Internal Exam)

Unit 1: Introduction of SPSS: Introduction of the Main Window, Introduction of Sub-Windows of SPSS (Data editor window, Variable view windows and Output window). Entering Data manually and by importing Data Files (Entering Data manually, Importing MS Excel file and Importing Text file).

Unit 2: Preparing Data for analysis: Define variable properties, Copy data properties, Sort cases, Sort variables, Transpose Data, Merge Files (cases + variables), Split Files, Select cases, Weight cases, Compute variables, Excluding, Recoding variables, Visual binning, Rank cases and Replace missing Variables. Using chart builder and chart editor: Bar chart, Pie chart, Histograms, Box plot and Scatter plots.


Unit 4: Mean Comparison by SPSS: One Sample T- Test, Independent Sample T-Test, Paired Samples T-Test, One-Way ANOVA.

Unit 5: General Linear Models: Univariate Linear Models, Multivariate Linear Models, Correlations, Bivariate correlations: Pearson Correlation, Spearman Correlation, Partial Correlations. Regression: Linear Regression, Multiple Regressions. Non Parametric tests: Binomial Test, Two related samples Test, Sign Test, Wilcoxon signed-rank test, Two independent samples Test, Mann-Whitney U Test ,K independent samples T-test (test for several independent samples), Kruskal-Wallis Test.

References:

- Darren George and Paul Mallery, SPSS for Windows, Pearson Education.
Students are required to work the entire fourth semester on the project even as they undergo the assigned course work of this semester. The students can choose specific problem of Industry or Industry based project work. Alternatively it can be secondary source based or Field based project work. Before they commence the project work it is suggested that they write a synopsis indicating the objectives, Methodology, Framework for analysis, Action plan with milestones in order to have clarity for their subsequent work. The project should have an internal faculty as guide.

References

- Business Essentials, Research Project, Viva, 2009
- Paul Oliver, Writing Your Thesis, Sage, 2009
- Michael Jay Polonsky, David S Waller, Designing and Managing a Research Project, Sage, 2009
- Surendra Kumar, an Aid to Project Work, Paragon International, 2009