

SEMESTER – 3

S.N.	Code	Course Title	Periods Per Week			Credits
			L	T	P	
1	MS5PC01	Institutional Training			2	1
2	MS5CO14	Strategic Management	3			3
3	MS5CO15	Management Information Systems	3			3
4	MS5E*01	Discipline Specific Elective	3			3
5	MS5E*02	Discipline Specific Elective	3			3
6	MS5E*03	Discipline Specific Elective	3			3
7	MS5E*04	Discipline Specific Elective	3			3
9	MS5EO01	Open Elective	3			3
10	MS5EO02	Open Elective	3			3
11	Self Study	OpenCourses/Online Certificate Courses				1
		Total	24	0	2	26

Discipline Specific Elective Courses

Finance Specialisation

No.	Course Code	Course Title	L	T	P	Credit
1	MS5EF01	Retail Banking	3			3
2	MS5EF02	Security Analysis & Portfolio Management	3			3
3	MS5EF03	Financial Derivatives	3			3
4	MS5EF04	Risk Management in Banks	3			3

Discipline Specific Elective Courses

Marketing Specialisation

No.	Course Code	Course Title	L	T	P	Credit
1	MS5EM01	Product and Brand Management	3			3
2	MS5EM02	Sales and Channel Management	3			3
3	MS5EM03	Integrated Marketing Communication	3			3
4	MS5EM04	Marketing Strategies	3			3

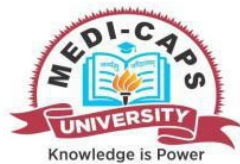
Discipline Specific Elective Courses

HR Specialisation

No.	Course Code	Course Title	L	T	P	Credit
1	MS5EH01	Performance Management	3			3
2	MS5EH02	Organization Development	3			3
3	MS5EH03	Compensation Management	3			3
4	MS5EH04	Industrial Relations and Employee Welfare	3			3

Open Elective Courses

No.	Course Code	Course Title	L	T	P	Credit
1	MS5EO01	Principles and Practices of Life Insurance	3			3
2	MS5EO02	Mutual Fund Management	3			3
3	MS5EO03	Commercial Banking	3			3
8	MS5EO04	Marketing Research	3			3
11	MS5EO11	Customer Relationship Management	3			3



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Course Code	Course Name	L	T	P	Credit
MS5C014	Strategic Management	3	0	0	3

Course Content:

Unit-I: STRATEGY AND PROCESS:

Definition, nature, scope, and importance of strategy; and strategic management . Strategic decision-making. Process of strategic management and levels at which strategy operates. Informational and Decision Roles of a strategists. Stakeholders in business –Vision, Mission and Purpose – Business definition, Objectives and Goals - Corporate Governance and Social responsibility.

Unit-II: COMPETITIVE ADVANTAGE :

External Environment - Porter’s Five Forces Model-Strategic Groups Competitive Changes during Industry Evolution. Globalisation and Industry Structure - National Context and Competitive advantage Resources- Capabilities and competencies–core competencies.

Unit-III :SWOT ANALYSIS:

General, Industry and International Environmental Factors; Analysis of Environment, Diagnosis of Environment – factors influencing it; Internal Strengths and Weaknesses; Factors affecting these; Techniques of Internal Analysis; Diagnosis of Strengths and Weaknesses; Strategic Advantage Profile (SAP).

Unit-IV : STRATEGIES:

The generic strategic alternatives – Stability, Growth/Expansion, Retrenchment and Combination strategies - Business level strategy- Strategy in the Global Environment-Corporate Strategy- Vertical Integration-Diversification and Strategic Alliances- Building and Restructuring the corporation- Strategic analysis and choice - Environmental Threat and Opportunity Profile (ETOP) - Organizational Capability Profile - Strategic Advantage Profile - Corporate Portfolio Analysis - SWOT Analysis, TOWS Matrix,BCG Matrix - GAP Analysis - Mc Kinsey's 7s Framework - GE 9 Cell Model

Unit-V: STRATEGY EVALUATION AND CONTROL:

Strategy Evaluations and Control, Control and Evaluation Process; Motivation to Evaluate; Criteria for Evaluation; Measuring and Feedback; Evaluation and Corrective Action. Corporate Analysis, Resource based approach, Value-Chain Approach, Scanning Functional Resources, Strategic Budget and Audit.

Note: The cases of each unit are supplemented in the T L P.

Text books:

- 1.Kazmi, Ajar Strategic Management and Business Policy, 3eTata McGraw Hill.
- 2.Lomash & P.K. Mishra Business Policy & Strategic Management Vikas Publication
- 3.Alpana Trehan Strategic Management Dreamtech, Wiley

Reference Books

- 1.Pankaj Ghemawat-Strategy and the Business Landscape, 2/e.Pearson
- 2.Haberberg Strategic Management,2010 Oxford Press
- 3.Tushman Managing Strategic Innovation& Change,2010, Oxford Press
- 4.Lawerence G. Hrebiniak, Making strategy work, Pearson, 2005.

Websites:



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Course Code	Course Name	L	T	P	Credit
MS5CO15	Management of Information Systems	3	0	0	3

Course Content:

Unit I -

Management Information Systems - Need, Purpose and Objectives - Contemporary Approaches to MIS - Information as a strategic resource - Use of information for competitive advantage - MIS as an instrument for the organizational change

Unit II -

Information, Management and Decision Making - Models of Decision Making - Classical, Administrative and Herbert Simon's Models - Attributes of information and its relevance to Decision Making - Types of information

Unit III -

Information Technology - Definition, IT Capabilities and their organizational impact - Telecommunication and Networks - Types and Topologies of Networks - IT enabled services such as Call Centers, Geographical Information Systems etc.

Data Base Management Systems - Data Warehousing and Data Mining

Unit IV -

Systems Analysis and Design - Systems Development Life Cycle - Alternative System Building Approaches - Prototyping - Rapid Development Tools - CASE Tools – Object Oriented Systems (Only introduction to these tools & techniques)

Decision Support Systems - Group Decision Support Systems - Executive Information Systems - Executive Support Systems - Expert Systems and Knowledge Based Expert Systems - Artificial Intelligence

Unit V -

Applications-Cross-functional MIS; ERP; CRM; SCM; Transaction processing; Artificial intelligent technologies in business; Neural Network; Fuzzy logic, Genetic algorithm, Virtual reality; Executive Information System; Expert Support Systems; Security and Ethical Challenges.

Note: The cases of each unit are supplemented in the T L P.

Text Books:

1. C.S.V Murthy : Management Information Systems, Himalaya Publishing House, New Delhi.

2. Laudon K C & Laudon J P : Management Information Systems: Managing the Digital Firm, Prentice-Hall.
3. O'Brien J : Management Information Systems, Tata McGraw-Hill, Galgotia

Reference Books

1. Oz E : Management Information Systems, Vikas Pub.
2. Jawedkar W S : Management Information Systems, Tata McGraw-Hill,
3. Mudrick R G : An information system for modern management, Pearson.
4. O'Brien, J. A., & Marakas, G. (2010). Management information systems (10th ed.). New Delhi: Tata McGraw Hill Higher Education.

Websites



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Course Code	Course Name	L	T	P	Credit
MS5EF01	Retail Banking	3	0	0	3

Course Content:

Unit I-

Concept of Retail Banking - Distinction between Retail and corporate/wholesale banking. Retail product overview, customer requirement, product development process, Liabilities and Assets product. Approval process of loans, credit scoring. Retail Banking as risk diversification tools.

Unit II

Broad categories of retail banking products and services, deposit products, personal loan, consumer loan, housing loan education loan and gold loan etc. margin of security, Disbursement, Moratorium, prepayment issues, repayment, eligibility for debit and credit card.

Unit III

Retail strategy and Channels for delivery, Opening of Various types of Bank accounts, All Channels e.g.-Branch Banking-Distribution Channels-Traditional Banking vs. Branch Banking Technology Based Channels-ATM-Tele Banking-Internet Banking-Kiosk POS, Banking selling process and e commerce.

Unit IV

Bank customer relationship and Marketing of retail banking product: Introduction, of customer relationship management (CRM), Classification of customer, Marketing strategies for banking product , importance of marketing in bank, Market segmentation, analyzing need , Marketing mix, cross selling .

Unit IV

Recent Trends in Retail Banking: Alternate delivery channels. Customer Interaction management (CIM)-Technology as a differentiate or International Trends and Tools. Regulatory Aspects: Microfinance - Urban Retail Products Factoring, Introduction of Technological Advancements, Leveraging Technology, Technology Vs Global competition, product and process innovation, and

social responsibility of bank.

Note: The cases of each unit are supplemented in the T L P.

Text Books:

(Latest Edition):

1. Croxford, Hugh et al., “The Art of Better Retail Banking”, John Wiley and sons Inc.
2. Leichtfuss, Reinhold, “Achieving Excellence in Retail Banking”, John Wiley and sons Inc.
3. Keith Pond, “Retail Banking”, Global Professional Pub.

India

Reference Books:

(Latest Edition):

1. Dalip Mehra, “Retail Banking”, Jain Book Depot, Delhi.
2. O.P. Agarwal, “Fundamentals of Retail Banking”, Himalaya Publishing House.
3. Indian Institute of Banking & Finance (IIBF), “Retail Banking”, Macmillan Publishers India
4. Indian Institute of Banking & Finance (IIBF), “Retail Banking”, Macmillan Publishers

Websites:



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Faculty of Management
Syllabus for Master of Business Administration(Odd sem)

Course Code	Course Name	L	T	P	Credit
MS5EF02	Security Analysis & Portfolio Management	3	0	0	3

Course Contents:

Unit-I: Introduction:

Concept of Investment, Meaning, Nature and Scope, Investment V/S Speculation, Financial and Economic aspects of investment, Types of investment & Investment Risks, Analysis of risk & return, concept of total risk, systemic and non-systemic risk..

Unit-II: Valuation of investments:

Valuation of fixed income securities, Bond valuation model, Yield Curve Analysis, Bond immunization, valuation of equities, Different models for valuation of equities. Valuation of preference shares warrants and right issue.

Unit-III: Security Analysis:

Fundamental Analysis, Economy analysis, Stock market and the economy, Business cycle and the stock market, Industry Analysis, Classification of industries, Industry life cycle, Company Analysis, Internal information ,External information ,General aspects of technical Analysis, Dow Jones Theory, Elliot wave theory.

Unit-IV: Portfolio Concept:

Meaning of portfolio, techniques of risk measurement and their application in portfolio evaluation. Portfolio Theories, Markowitz Model and Capital Assets Pricing Model, Security market line, Capital Market Line, implications of Efficient Market Hypothesis. Modern Portfolio Theory Selecting an optimal portfolio – Sharpe single index model

Unit-V: Portfolio Management:

Portfolio analysis, Portfolio performance evaluation, Sharpe, Treynor's and Jensen's alpha. Portfolio revision, Active and passive strategies and formulating plans to revise portfolio.

Note: The cases of each unit are supplemented in the T L P.

Text Books:

1. Donald E. Fischer and Ronald J Jordon: Security Analysis and Portfolio Management, New Delhi, Prentice Hall of India,
2. Bhalla, V.K. Investment Management; Security Analysis and Portfolio Management. S. Chand & Co. Ltd.
3. Chandra Prasanna . Investment Analysis and Portfolio Management. Tata McGraw Hill,New Delhi.

Reference Books:

1. Reilly. Investment Analysis & Portfolio Management, Cengage Learning.
2. Gibson Roger C. Asset Allocation. McGraw Hill.
3. Graham Benjamin. The Intelligent Investor. Harper Collins.
4. Robert A. Hanger: Modern Investment Theory, New Delhi, Prentice Hall of India (P) Ltd.,

Websites:



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Course Code	Course Name	L	T	P	Credit
MS5EF03	Financial Derivatives	3	0	0	3

Course Content:

Unit I - Financial Derivatives

Introduction, Types of financial derivatives (Forward, Future, Options, Swap)- Features of derivatives market - functions of derivative markets - Exchange traded versus OTC derivatives -traders in derivatives markets - Derivatives market in India , Participants: Types of Hedgers, Speculators and Arbitragers, Uses of Derivatives, Basic Derivatives terminology.

Unit II – Future Market

Mechanics of future market, Margins , Future Contract and Future Trading, Specification of the Future Contract , Stock futures, Stock Index Futures, how to read quotes - Open Interest Position etc, Cost of carry model, cash price v/s future price, trading strategies – hedging, arbitrage using futures.

Unit III – Options

Concept of Options – Types of options, Option Positions , Payoffs from Options, Trading Strategies involving: Options Bull-Bear, Butterfly Spread, Calendar and Diagonal Spread, Straddles, Strip and Straps , Options on Stock Indices, Currencies and Future Contracts, Put Call Parity.

Unit IV– Forward Market

Forward Market: Pricing and Trading Mechanism, Forward Contract concept, Features of Forward Contract, Classification of Forward Contracts, Forward Trading, Mechanism – Forward Prices Vs Future Prices

Unit V – Swaps

SWAP: Concept, Basic Swap Structure Evaluation and Features of Swap – Types of Financial Swaps – Interest Rate Swaps, Currency Swap

Note: The cases of each unit are supplemented in the T L P.

Text Books:

- Hull. J. C Options Futures and Other Derivatives 7ed,2009 PHI New Delhi
- Varma, Jayanth, Derivatives and Risk Management 1e Tata Mcgraw Hill
- Parasuraman Fundamentals Of Financial Derivatives, 2nd Ed, Wiley

Reference Books:

N.D Vohra and B.R Bagri, Futures and options, Tata Macgraw Hill

David Dubofsky, Option an Financial Futures – Valuation and uses, MaGraw Hill

Keith Redhead, Finanicial derivative – An introduction to futures, forwards, options and swap,
PHI Learning

Websites:



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Course Code	Course Name	L	T	P	Credit
MS5EF04	Risk Management in Bank	3	0	0	3

Course Content:

Unit I

Risk and Types of Risk, Risk Management Process and Methods. Asset Liability Management (ALM)-Concept, organization and techniques. – Risk Measurement/- Sensitivity, Risk monitoring and Control- Risk Reporting.

Unit II

Credit Risk Management: Introduction-Capital adequacy norms under Basel I & II, RBI guidelines on Risk management, credit risk models, Credit risk transfers- Securitization, Loan sales, Covered bonds and Credit Derivatives.

Unit III

Operational Risk: Introduction, Likely forms of operational risk and causes for significant increase in operational risk, Sound Principles of Operational Risk Management (SPOR) measurement, control of operational risk-Capital allocation for operational risk, qualifying criteria for banks for the adoption of the methods.

Unit IV

Market risk: Introduction- Types of Operational Risk Management -Liquidity risk, interest rate risk, foreign exchange risk, price risk, Measuring Interest rate risk with VAR, Approaches to VAR Computation,

Unit V

Risk Management : Meaning and objectives, Basic categories risk, Methods of managing risk/ Risk mitigation, Enterprise risk management, Risk measurement & control in Banks-Calculation

of risk, risk exposure analysis; Capital adequacy norms, prudential norms, exposure norms.

Note: The cases of each unit are supplemented in the T L P.

Text Books:

1. ICSI .Banking and Insurance Law &Practices, Taxman's Publication
- 2.V Iyenger Introduction to Banking, Excel Books,2010
- 3.IIB , Advanced Bank Management 2010 Macmillan Publishers

Reference Books:

- 1.IIB , Bank Financial Management ,2010 Macmillan Publishers
2. Hull-Risk Management and Financial Institutions, Pearson,2010
- 3.Vasant Joshi and Vinay Joshi, “Managing Indian Banks”, Response Books
- 4.Justin Paul-Management of Banking and Financial Services, 2/e, Pearson,2010

Websites:



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Syllabus for Master of Business Administration(Odd sem)

Course Code	Course Name	L	T	P	Credit
MS5EM01	Product and Brand Management	3	0	0	3

Course Content:

Unit I- Introduction to Product Management:

Why Product Management?, Product focused organization, Relationship between Marketing and Product Management, Factors influencing design of the product, Changes affecting product management. Setting objectives & alternatives.

Unit II- Product Life Cycle & New Product Development:

Product Life Cycle: Concept of PLC, Operationalizing the aspects of PLC concept, PLC as forecasting model, PLC as guideline for Marketing Strategy, Extension of PLC. New Product Development: Characteristics of Successful Product Development, New Product Development Process and Organization.

Unit-III- Brand & Brand Management:.

Concept, decision, elements and brand portfolio, The role of Brands, The brand equity concept, Brand Equity Models, Aaker Model, BRANDZ, Brand Resonance, Building Brand Equity, Brand Identity and Brand Image. Brand portfolios and market segmentation,

Unit IV- Brand Association:

Brand Awareness, identity, image, personality and loyalty: Managing Brand Equity through Brand Loyalty, Measuring Brand Equity. Perceived Quality, Brand Positioning and Repositioning, Brand Extension Decisions

Unit V- Managing & Measuring Brand Equity:.

Evaluation of Brands, Brand Reinforcement, Brand Revitalization, Brand Crisis, Brand Value chain, Brand Audits, Brand Tracking, Brand Valuation, Emerging Trends in Product & Brand Management

Note: The cases of each unit are supplemented in the T L P.

Text Books:

Donal R. Lehmann, Russel S. Winer; Product Management

Keller, Kevin Lane; Strategic Brand Management; Pearson education, New Delhi

Verma, Harsha: Brand Management; Excel Books; New Delhi

Reference Books:

- Moorthi, Y.L.R., “ Brand Management”, Vikas
- Kumar Ramesh, S., “Managing Indian Brands”
- Oguinn, T.C., Allen, C.T. and Semenik, R.J., Vikas “Advertising and Integrated Brand Management”. Thomson

Websites:



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Course Code	Course Name	L	T	P	Credit
MS5EM02	Sales and Channel Management	3	0	0	3

Course Content:

Unit I - Evolution of Sales Management-

Nature and Role of Sales Management, Sales Strategies: Relationship Strategy; Double win; Hard Sale Vs Soft Sale Strategy, Setting Personal selling objective, Recruiting Sales Personnel: Planning; Sources, Selecting a Sales Personnel: Hiring Procedure; Socialization

Unit II - Sales Organization:

Sales Organization Concepts - Structures, Quotas for Sales personnel: Procedure; Types; Methods, Territories: Size; Allocation; Designing; Allocating Sales Efforts, Sales Information System: Planning; Reports, Evaluation of Sales Force: Process

Unit III - Marketing Channel:

Importance; Structure; Flow, Wholesaling: Functions; Classification; Key tasks, Retailing: Organized Retail in India; Types of Retailer; Role of Retailer; E-Tailing, Market Logistics: Scope; Inventory Management; Warehousing; Transportation

Unit IV - Designing Channel System:

Channel Design; Channel Planning, Selecting Channel Partners: Change; Training; Motivating; Evaluating, Channel Management: Use of Power; Channel Conflict, Channel Information System: Elements; Purpose, Channel Performance Evaluation, International Channels: Mode of Entry Decision

Unit V – Introduction to Online Selling:

Introduction to Digital Marketing: Definition, Scope, Advantages & Disadvantages, Process, Digital Marketing Vs Traditional Marketing, Digital Marketing Strategies. E-business Models: Search Engine Marketing Strategy, Web Marketing.

Note: The cases of each unit are supplemented in the T L P.

Text Books:

1. Panda T, Sachdev S,: Sales and Distribution Management, Oxford University press
2. Havaladar, Krishna K,: Sales and Distribution Management, Tata McGraw Hill
3. Gupta S. L,: Sales & Distribution Management: Text & Cases in Indian Perspectives, Excel Books

Suggested Books :

1. L. Gorchels, C. West, E. J. Marien,:The Managers Guide to Distribution Channels, McGrawHills,
2. Russell W. McCalley, : Marketing Channel Management: People, Products, Programs, and Markets, Greenwood Publishing Group,
3. Robert Hastings : Channel Sales & Management In Distribution, Businessman Pub.
4. Chaffey Dave, “Internet Marketing-Strategy, Implementation and Practice”, NewDelhi: Pearson Education-Latest Edition.

Websites:



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Course Code	Course Name	L	T	P	Credit
MS5EM03	Integrated Marketing Communication	3	0	0	3

Course Content:

Unit I – Introduction to IMC

Concept of Integrated Marketing Communications (IMC), Growth of IMC, Process and Role of IMC in Marketing, Promotion mix - Advertising (Classification of advertising, types, advertising appropriation, advertising campaigns), Sales Promotion (Different types of Sales Promotion, relationship between Sales promotion and advertising) , Publicity (Types of Publicity, relationship between advertising and publicity), Personal Selling, Direct marketing and direct response methods, Interactive / Internet Marketing

Unit II – Objectives for IMC Programs

Determining Promotional Objectives, DAGMAR approach, establishing and allocating promotional budget, Copy design and development, Advertising appeals, message format, copy writing, script and storyboard.

Unit III – IMC Message Design

The Creative concept development; the creative processes of the different forms of IMC; AIDA model Considerations for creative idea Visualization. (Creative planning, creative strategy development, Communications appeals and execution), Advertorials and Infomercials, Client Evaluation and approval of Creative Strategy/work.

Unit IV - Facilitators & Media Management in IMC

Media Types and their characteristics; Setting Media objectives; Considering key media concepts; Media planning; Media Strategy; Advertising Agencies – their role, functions, organisation, Remuneration, client agency relationship,

Unit V – Evaluation, Monitoring and Control

Measuring the effectiveness of promotional program, conducting research to measure advertising effectiveness, testing process, establishing the program for measuring advertising effects, measuring

the effectiveness of other program elements

Note: The cases of each unit are supplemented in the T L P.

Text Books :

5. Aaker & Myers : Advertising Management, Prentice Hall Inc.
6. Borden & Marshall : Advertising Management; MV Taraporevala Sons' Co Pvt. Ltd, Richard D Irwin Inc. Homewood, Illinois.
7. Chunawala & Sethia : Foundations of Advertising Theory & Practice; Himalaya Publishing

Suggested Books

1. Copley Paul : Marketing Communications Management Concepts & theories, Cases and Practices; Butterworth- Heinemann Publication
2. Duncon : Integrated Marketing Communications, TMH
3. Kenneth Clow & Donald Baack : Integrated Advertising, Promotion, & Marketing Communications, Pearson Education, Limited
4. Otto Kelppner : Advertising Procedure; Prentice Hall Inc.

Websites:



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Course Code	Course Name	L	T	P	Credit
MS5EM04	Marketing Strategies	3	0	0	3

Course Content:

Unit I – Introduction to Marketing Strategies

Foundation concepts on Strategy, Marketing and Strategic Marketing, Marketing implications of corporate strategy decisions, Competitive strategies of Strategic Business Units & Marketing implications

Unit II – Strategy Analysis and Formulation

Corporate Appraisal, understanding competition, analyzing customers, scanning the environment – external-internal-strategic fit-market information intelligence, strategic marketing decisions and choices , porter’s generic competitive strategies , competitive position, analysis models , portfolio analysis, strategy selection , Segmentation, Targeting Differentiation and Positioning strategies

Unit III – Market and Product Strategies

Dimensions of market strategy, strategies for new, growing, mature and declining markets, launch , re-launch, positioning and repositioning, overlap, scope , design, elimination, product innovation and development strategies, branding strategies, service marketing strategies. Strategies for Growth Markets – Defenders & Prospector

Unit IV - Pricing, Distribution and Promotion Strategies

Factors affecting prices, initiating and responding to price changes, new product, product mix, discriminatory pricing strategies, formulation strategies for price leadership, channel structure strategy, channel mix, modification, control and management strategies, strategies for developing promotional perspective, promotion mix strategies

Unit V – Strategic Brand Management Process

Brand Attribute Management & Architecture – Brand Portfolio Strategy – Brand Extension And Stretching - Making A Brand Strong-Sources Of Brand Equity-The 4 Steps Of Strong Brand Building- Aakers Brand Equity Model – Customer Based Brand Equity – Brand Leveraging, Brand Loyalty

Note: The cases of each unit are supplemented in the T L P.

Text Books

1. Marketing Strategy - Boyd Walker, Mullins Larrech, TMGH
2. Strategic Marketing Management - David Aaker
3. Principles of Marketing - Philip Kotler, Gary Armstrong

Suggested Books

1. Marketing Strategies, A contemporary approach by Ranchod & Gurau, Pearson India, 2012.
2. Strategic Marketing by Xavier, Response Books, 2010.
3. Marketing: Planning, Implementation, Control by Pride and Ferrell, Cengage, 2010.
4. Strategic marketing problems: Cases & Comments by Kerin & Peterson, Pearson 2012.

Websites:



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Course Code	Course Name	L	T	P	Credit
MS5EH01	Industrial Relation and Employee Welfare	3	0	0	3

Course Contents:

UNIT- I: Introduction to Industrial Relations -

HR Concept, Importance & Scope – Factors affecting IR – Approaches to IR – IR Policy Pre Independence & Post Independence – Role of IR Officer - Industrial Relations and the Emerging Socio Economic Scenario .Changing Scenario of Industrial unrest .Industrial Relations problems in the Public Sector .

UNIT- II: Industrial Conflict and Disputes Resolution -

Importance of harmonious relations in industry. Types of Industrial conflicts Causes of industrial Conflicts. Machinery for settling of disputes- Negotiation, Conciliation- Mediation- Arbitration and Adjudication , Strikes, Lock-outs. ILO - Aims and Role in Promoting Industrial Peace

UNIT-III: Trade Union Movement in India -

Aim, objectives, structure and governing of trade unions - Theories of trade unionism. Growth of Trade Unions. Reasons for joining trade unions, , Problems of trade union, Discipline - forms of indiscipline - Stages in disciplinary proceedings - punishment. Worker's participation in management, Collective Bargaining.

UNIT IV: Industrial Health and Safety-

Causes of Accidents – Prevention – Safety Provisions – Industrial Health and Hygiene – Importance – Problems – Occupational Hazards – Diseases – Psychological problems – Counselling – Statutory Provisions

UNIT V: Labour Welfare -

Concepts, need, importance, scope & Features – Approaches to Labour Welfare – Voluntary Welfare Measures – Statutory Welfare Measures – Role, Responsibilities, Duties of Welfare officer Labour – Welfare Funds Education and Training Schemes. Grievance procedure. - Industrial Relations and Technological Change

Note: The cases of each unit are supplemented in the T L P.

Text Books:

1. Venkataratnam, C. S. Industrial Relations: Text and Cases. Delhi. Oxford University Press.
2. Michael Salamon, Industrial Relations—Theory & Practice. London. Prentice Hall.
3. Bray, M, Deery.S, Walsh.J, and Waring P, Industrial Relations: A Contemporary Approach, Tata Mc Graw Hill.

Reference Books:

1. Dwivedi, R.S., Managing Human Resources: Industrial Relations in Indian Enterprises, New Delhi, Galgotia Publishing Company.
2. Dynamics of Industrial Relations, Memoria, Memoria & Gankar, Himalaya Publishing House
3. C.S. Venkata Ratnam, Globalisation and Labour Management Relations, Response Books.
4. Industrial Relations Emerging Paradigms, B.D. Singh Excel Books.



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Course Code	Course Name	L	T	P	Credit
MS5EH02	Performance Management	3	0	0	3

Course Contents:

UNIT I - Introduction to Performance Management

Definition of Performance Management. Dimensions of Performance Management. Role of Performance Management Systems in Organizations. Characteristics of an ideal Performance Management Systems. Dangers of a Poorly Implemented Performance Management System.

UNIT II -Performance Management Process

Defining Performance. Determinants of Performance Approaches to Measuring Performance .Process of Performance Management. Performance Management and potential management , PM vs. PA

UNIT III - Performance Planning

Theories of Goal-setting. Setting Performance Criteria Components of Performance Planning. Objectives of Performance Analysis. Performance Analysis Process.

UNIT IV - Performance Review and Discussion:

Significance of Performance Review in Performance Management. Process of Performance Review. Performance Ratings: Factors affecting Appraisals. Methods and Errors. Reducing Rater Biases. Performance Review Discussions. Objectives. Process Role of Mentoring and Coaching in Performance Review.

UNIT V Managing Team Performance:

Types of teams and Implications for Performance Management – Purpose and Challenge of Team Performance Management – Rewarding Team Performance, Implementing Performance Management System: Factors affecting Implementation, Pitfalls of Implementation – Traditional Practices in the Industry.

Note: The cases of each unit are supplemented in the T L P.

Text Books:

1. Michael, Armstrong . Performance Management. Kogan Page.
- Chadha, P. Performance Management: It's About Performing – Not Just Appraising. McMillan India Ltd
2. Armstrong, M. & Baron, A., Performance management and development, Jaico Publishing House, Mumbai.
3. Armstrong, M., Performance management: Key strategies and practical guidelines, Kogan Page,London.

Reference Books:

1. Dwivedi, R.S. Managing Human Resources and Personnel Management in India Enterprises. Galgotia Publishing Company.
2. Mathis, R. L & Jackson, J. H. Human Resource Management. Thomson Asia Pte. Ltd., Singapore.
3. Dessler, G. . Human Resource Management. Pearson Education Pte. Ltd., Singapore
4. Performance Management System , RK Sahu, Excel Books

Websites:



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Course Code	Course Name	L	T	P	Credit
MS5EH03	Organisation Development	3	0	0	3

Unit I

Introduction: Organization development- Concept and process; Assumptions and values underlying organization development (OD); Foundations of organization development, Emergence of OD as an applied behavioral science; Role of top management and organization development practitioners.

Unit II

Organizational Diagnosis: Techniques of organizational diagnosis- Questionnaires, interviews, workshops, task -forces and other methods; Collecting and analysing diagnostic information; feeding back diagnostic information.

Unit III

Organisational Change, Renewal, and Development: Planned change; Organisational growth and its implication for change; Kurt Lewin's model of change; Force field analysis; Change cycles- Power and participative types; Organisational renewal and re –energising; Institution building; Creativity and innovation.

Unit IV

OD Interventions: Change agents- Role, skills and styles of change agents; Relation with the client system; Designing interventions; Evaluating and institutionalizing interventions; Action research; Structural interventions- Work redesign, work modules, Quality of work life (QWL), Quality circles(QC); Behavioural interventions- Management by objectives (MBO), Sensitivity training, Transactional analysis; Career planning; Inter-group interventions- team building, survey feedback, Grid OD; Techno-structural interventions- Restructuring organizations, Employee involvement.

Unit V

Trends in Organization Development: OD-HRD interface; OD in global settings; OD research and practice in perspective; Challenges and future of OD.

Note: The cases of each unit are supplemented in the T L P.

Text Books

1. French, W.L. and Bell, C.H., Organisation development, Prentice-Hall, New Delhi.
2. Hackman, J.R. and Suttle, J.L., Improving life at work: Behavioural science approach to organisational change, Goodyear, California.
3. Harvey, D.F. and Brown, D.R., An experimental approach to organization development, Prentice-Hall, Englewood Cliffs, N.J. and change,

Reference Books

1. Anderson, D., Organization Development: The Process of Leading Organizational Change, Sage Publication .

2. Brown, D. and Harvey, D., An Experiential Approach to Organization Development, 7th Edition, Pearson, .
3. Cheung-Judge, M. and Holbeche, L., Organization Development: A Practioner's Guide for OD and HR, Kogan Page, .
4. Cummings, T., Theory of Organization Development and Change, 9th Edition, South-Western

Websites:



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Course Code	Course Name	L	T	P	Credit
MS5EH04	Compensation Management	3	0	0	3

Course Contents:

Unit I : Introduction to Compensation -

Compensation Defined, Goals of Compensation System, Compensation Strategy Monetary & Non-Monetary Rewards, Intrinsic Rewards, Cafeteria Style Compensation, Fringe Benefits and Supplementary Compensation .

Unit II: Compensation for Workers -

Wage Theories, Evolution of Modern Day Labor Force, Incentive Plans, ESOP's, EVA Reward Management in TNC's, Discrimination in Labor Market, Quality in Labor Market.

Unit III: Compensation for Chief Executives and Other Employees -

Compensation Strategy at Macro Level – Wage Policy – Wage Determination – Pay Fixation – Collective Bargaining – Pay Commission – Compensation Strategy at MicroLevel .Guidelines of Companies Act Relating to CEO Compensation. Different Components of Compensation Package.

Unit IV: Job Analysis & Job Evaluation:

Concept, Process of Job Analysis, Methods of Job Evaluation, Internal and External Equity in Reward Management, Role of Wage Board & Pay Commissions, Salary Progression – Methods of Payment and Performance Appraisal.

UNIT V: New trends in Compensation Management:

International Compensation, Knowledge Based Compensation, Team Compensation, Competency Based Compensation. Non Financial Compensation System – Economic Theory – Behavioural Theory – Incentive scheme Types, Merits & Demerits .

Note: The cases of each unit are supplemented in the T L P.

Text Books:

1. Henderson, Richard I. Compensation Management: Rewarding Performance. Prentice Hall of India Pvt. Ltd.
2. Bergmann & Thomas, J. Compensation Decision Making. Harcourt College Publications. ilkovich & Newman, Tata McGraw Hill.

Reference Books:

1. Micton, R. Handbook of Wage and Salary Administration. London.
2. Venkatratnam, C.S. Rethinking Rewards and Incentive Management. Excel Books.
3. Voluntary Retirement Scheme – International Compensation – Objectives, Package & Problem – Recent Changes in Compensation Strategy – Case Studies
4. Compensation & Reward Management, B.D.Singh, Excel Books,



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Course Code	Course Name	L	T	P	Credit
MS5EO01	Principle & Practice of Life Insurance	3	0	0	3

Course Content:

Unit-I: Brief History and Development, Meaning, Features, Need, Objectives and Benefits of Life Insurance, Procedure for Taking a Policy in respect of Protection and Investment, Economic Basis of Life Insurance – for Individuals, Family, Business and Tax Planning, Various Tax Deductions Available Under Life Insurance Plans. Life Insurance Corporation of India -A Brief Profile.

Unit-II: Life Insurance – Principles and practice of life assurance. Life assurance contracts, their nature and characteristics, Parties to the contract and their rights and duties. Conditions and terms of policy and effects of non-compliance thereof. Nominations and Assignment Practice in connection with collection of premium, revivals, loans, surrenders, claims, bonuses and annuity payments. Mortality Table, Present structure & growth of Life insurance in India.

Unit-III: Concept of Risk, Essentials of Insurance Risk, Factors Influencing the Risk, Sources of Risk Information, Methods of Risk Classification, Measurement of Risk. Difference Between Indemnity and Life Insurance Contract, Nature and Essentials of General Contract, Principle of Utmost Good Faith – Material Facts, Principle of Insurable Interest and Warranties.

Unit-IV: Premium Payment, Lapse and Renewal: Premium, Surrender Values, Non- Forfeiture Options, Revival; Assignment Nomination Loans – Surrenders – Foreclosure: Assignment, Nomination, Loan and Surrenders, Foreclosure.

Unit-V: Maturity Claims Survival Benefits, Death Claims, Claim Concession Presumption of Death, Accident Benefit Options, Settlement Options, Valuation and Surplus, Reinsurance, Exchange Control Regulations, Consumer Protection Act. Ombudsman, Information Technology, IRDA Regulations.

Note: the cases of each unit are supplemented in the T L P.

Text books:

1. M. Motihar: Principles and Practice of Insurance; Sharda Pustak Bhawan, Allahabad.
2. M. N. Mishra: Insurance Principles and Practice; S. Chand & Co. Ltd. New Delhi.
3. M. Arif Khan: Theory and Practice of Insurance; Educational Book House, Aligarh.
4. Dheeraj Razdan: Insurance Principles, Application and Practices, Cyber Tech Publication.
5. Mark S. Dorfman: Introduction to Risk Management & Insurance, Pearson Education.

Reference Books:

1. P. K. Gupta: Insurance and Risk Management; HPH, Mumbai.
2. Mishra M.N., Life Insurance Corporation of India. Vol.1. II & III.
3. Neelam Gulati: Principles of Insurance Management, Excel Books.
4. Rao M Gangadhara Sivaramakrishna Sheela (Ed.): New Deal in Insurance, Excel Books.

Websites:



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Course Code	Course Name	L	T	P	Credit
MS5EO02	Mutual Fund Management	3	0	0	3

Course Content:

Unit-I: The origin, meaning and growth of Mutual funds – Fund Units Vs shares. Types of Mutual fund schemes. The role of Mutual Funds.

Unit-II: Regulatory body, benefits, Risks of investing, NAV, entry/exit load, types, fund offer document; Different type of mutual fund products, features, exchange traded funds (ETF) and gold ETFs.

Unit-III: Investors Protection and Mutual Fund Regulation: Investors Rights – Facilities available to Investors – Selection of a Fund – Advantages of Mutual Funds. Deregulation, Market Imperfection and Investment Risks – The need for Regulation – Regulation and Investors Protection in India.

Unit-IV: Introduction to techniques of analysis in mutual funds like ratio analysis; An introduction to Income tax, capital gains having direct relevance for investment in mutual funds.

Unit-V: Mutual Funds in India – UTI Schemes, SBI Mutual Fund, Other Mutual Funds – Selection of a Fund. Mutual Funds Industry in India – Its size and Growth – Types and growth patterns of Mutual Funds – Reasons for slow Growth – Prospects of Mutual Fund Industry.

Note: the cases of each unit are supplemented in the T L P.

Text books:

1. Mutual Fund: A Beginners' Module, Workbook from NSE.
2. K.G. Sahadevan and M.Thripairaju: "Mutual funds, data interpretation and Analysis" (Prentice Hall of India)
3. V.K. Avadhani: Marketing of Financial Services (Himalaya)
4. R.Gorden and Natarajan: Emerging scenario of Financial Services (Himalaya)
5. Fredman and Wiles: How Mutual Funds work (Prentice Hall of India)

Reference Books:

1. Saunders, Financial Markets and Institutions, 3rd edition, Tata McGraw Hill.
2. Thummuluri, Siddaiah, Financial Services, 1st edition, Pearson Education.
3. Khan, Indian Financial Systems, 6th edition, Tata McGraw Hill.
4. Gurusamy, Financial Markets and Institutions, 3rd edition, Tata McGraw Hill.

Websites:



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Course Code	Course Name	L	T	P	Credit
MS5EO03	Commercial Banking	3	0	0	3

Course Content:

Unit-I: Indian Banking System: Banking Structure in India, Evaluation of the Banking System and Future Trends. Commercial Banks: Meaning, Role and Functions, Definition of Banking as per Banking Regulation Act 1949, Banking Systems – Branch Banking Vs Unit Banking and other Banking Systems, Deposit Banking Vs Commercial Banking.

Unit-II: Opening of an Account, Types of Deposit Accounts, Types of Customers (individuals, firms, Trusts, and Companies), Importance of customer relations – Customer grievances and redressal. Cheques- Essentials of Valid Cheques, Payment of Cheques, Statutory Protection to the Paying Banker, Refusal of Payment of Cheques, Statutory Protection to the collecting Banker.

Unit-III: Credit Management in Banks, Types of credit. Modes of credit delivery– Loan Policy, Modes of creating charges- Lien, Pledge, Hypothecation and advance against documents of title to goods, discounting bills– Compliance with RBI guidelines – Credit Appraisal and Credit Decision Making – Monitoring and Review of Loan Portfolio – Management of Non-Performing Assets (NPAs) – Classification of NPAs.

Unit-IV: Analysis of the Banking Structure and Performance Measurement, Interpreting Bank Balance Sheet and Income Expenditure Statements. Financial Statement Analysis and Bank Performance Measurement: CAR, NPA, Liquidity Ratios, Structural Ratios and Profitability Ratios.

Unit-V: Mergers and Acquisition, Banc assurance and Universal Banking. Opportunity for Strengthening the Banking Organization. Financial Innovations and Opportunities for Banks. Factoring, Securitization and Take out Finance. Technological Innovations and Opportunities for Banks. International Banking. Organizational Structure, Activities and Regulation.

Note: the cases of each unit are supplemented in the T L P.

Text books:

1. Varshney and Malhotra, “Principles of Banking”, Sultan Chand & Sons.
2. Reddy.P.N, Appannaiah.H.R. Theory & Practice of Banking; Himalaya Publishing House.
3. Machiraju.H.R. Modern Commercial Banking; Vikas Publishing House Pvt. Ltd.

Reference Books:

1. Chhabra.T.N.; Banking, Theory & Practice; Dhanpat Rai & Co.
2. K.P.M. Sundharam, Money, Banking & International Trade - Sulltan Chand & Sons - New Delhi.
3. S.V. Vasudevan, Theory of Banking - S.Chand & Company Ltd., - New Delhi.
4. K.P.M. Sundharam, P.N. Varshney, Banking Theory Law & Practice - Sultan Chand & Sons - New Delhi.



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Course Code	Course Name	L	T	P	Credit
MS5EO04	Marketing Research	3	0	0	3

Course Content:

Unit-I: Introduction to Marketing Research, Marketing Research Process, Formulation of research problem; Research Design: Exploratory and Conclusive research Design; Scaling techniques: Comparative and Non Comparative Scaling Techniques, Reliability and Validity of Scales;

Unit-II: Data Collection Methods: primary and Secondary Data, Sources of Secondary Data .Conducting review of literature; Survey and Questionnaire Design : Form and layout , Pilot testing.

Unit-III: Sampling Techniques: Probability and Non Probability Sampling Techniques, Sample Size determination; Data Coding and Data Preparation : Tabulation Graphical presentation and frequency distribution.

Unit-IV: Hypothesis Testing: Concepts, Parameter and Non parametric Testing, Use of Statistical Software; Correlation and Regression: Bivariate Correlation and Regression; Analysis of Variance: One way, Two Way and N-Way; Factor Analysis.

Unit-V: Introduction and Application in Marketing Research; Introduction to Multivariate Analysis: Ethical issues in Marketing Research; Project report writing: Types of report, Format of writing the report

Note: the cases of each unit are supplemented in the T L P.

Text books:

1. Aaker, D. (2009). Marketing Research (9th ed.). San Francisco: Wiley
2. Bradley, N. (2008). Marketing research: Tools and techniques (2nd ed.). Delhi: Oxford University Press.
3. Burns, A. C., & Bush, R. F. (2007). Marketing research (6th ed.). New Delhi: Prentice Hall.
4. Marketing Research – An applied approach by Kinnear and Taylor

Reference Books:

1. Research for Marketing Decisions by Green Paul and Tull
2. Marketing Research Text Applications and Case Studies and 4th ed.- Boyd Westfall and Stasch
3. Marketing Research, Text Applications – Majumdar, R.
4. Marketing Research- Aaker, Kumar and Dey

Websites:

1. www.mis.org.uk
2. www.asiamarketresearch.com



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Course Code	Course Name	L	T	P	Credit
MS5EO05	Customer Relationship Management	3	0	0	3

Course Content:

Unit I:

Customer Relationship Management Fundamentals- Theoretical perspectives of relationship, Evolution of relationship marketing, Purpose of relationship marketing, Approach towards marketing: A paradigm shift, Historical Perspectives,

Unit II:

CRM Definitions, Emergence of CRM practice:, CRM cycle, Stakeholders in CRM, Significance of CRM, Types of CRM, Success Factors in CRM, CRM Implementation, People factor in CRM, Dimensions of Customer Relationship Management Customer Satisfaction: Meaning, Definition, Significance, Components of Customer Satisfaction, Customer Satisfaction Models

Unit III:

Technology Dimensions- E- CRM in Business, CRM: A changing Perspective, Features of e-CRM, Advantages of e-CRM , Technologies of e-CRM, Voice Portals, Web Phones, BOTs, Virtual Customer Representative, Customer Relationship Portals, Functional Components of CRM,

Unit IV:

Database Management: Database Construction, Data Warehousing, architecture, Data Mining. Characteristics, Data Mining tools and techniques, Meaning, Significance, Advantages, Call Centre, Multimedia Contact Centre, Important CRM software.

Unit V:

Emerging Concepts and Perspectives in Customer Relationship Management: To be announced by the Teacher at the beginning of the session

Note: the cases of each unit are supplemented in the T L P.

Text books:

1. Kristin Anderson, Carol Kerr: Customer relationship management, McGraw-Hill Professional
2. Federico Rajola: Customer Relationship Management: Organizational & Technological Perspectives, Springer
3. Rajendra Kumar Sugandhi: Customer Relationship Management, New Age International

Reference Books:

1. H.Peeru Mohamed and A.Sahadevan, Customer Relation Management, Vikas Publishing.
2. Jim Cathcart, The Eight Competencies of Relationship selling, Macmillan India.
3. Assel, Consumer Behavior, Cengage Learning, 6th Edition.
4. Kumar, Customer Relationship Management - A Database Approach, Wiley India.
5. Francis Buttle, Customer Relationship Management: Concepts & Tools, Elsevier.