

Medi-Caps University, Indore
Faculty of Management Studies
MBA Program - Model Scheme (90 CREDITS)

First Year 2024-26 BATCH

Semester-ODD (I)

| S.N. | Code | Course Title | Periods Per Week | | | Credits |
|------|---------|---|------------------|----------|----------|-----------|
| | | | L | T | P | |
| 1 | MS5NG02 | Soft- Skills II | 2 | 0 | 0 | 2 |
| 2 | MS5CO17 | Accounting for Managers | 4 | 0 | 0 | 4 |
| 3 | MS5CO07 | Marketing Management | 3 | 0 | 0 | 3 |
| 4 | MS5CO10 | Operations Management | 3 | 0 | 0 | 3 |
| 5 | MS5CO21 | Statistics for Decision Making | 3 | 0 | 0 | 3 |
| 6 | MS5CO02 | Managerial Economics | 3 | 0 | 0 | 3 |
| 7 | MS5CO19 | Management Concepts and Organisational Behavior | 3 | 0 | 0 | 3 |
| 8 | MS5CO22 | Legal Aspects of Business | 2 | 0 | 0 | 2 |
| 9 | MS5SE03 | Entrepreneurship | 3 | 0 | 0 | 3 |
| | | Total | 26 | 0 | 0 | 26 |

Semester- EVEN (II)

| S.N. | Code | Course Title | Periods Per Week | | | Credits |
|------|---------|-------------------------------------|------------------|----------|----------|-----------|
| | | | L | T | P | |
| 1 | MS5CO23 | Corporate Finance | 3 | 0 | 0 | 3 |
| 2 | MS5CO24 | Managing People and Organization | 3 | 0 | 0 | 3 |
| 3 | MS5CO25 | Operations Research | 2 | 1 | 0 | 3 |
| 4 | MS5CO26 | Business Research Methods | 3 | 0 | 0 | 3 |
| 5 | MS5NG01 | Soft- Skills I | 4 | 0 | 0 | 4 |
| 6 | MS5SE09 | Computer Applications in Management | 2 | 0 | 2 | 3 |
| 7 | MS5CO15 | Management Information Systems | 3 | 0 | 0 | 3 |
| 8 | MS5OE** | Open Elective-1 | 3 | 0 | 0 | 3 |
| 9 | MS5OE** | Open Elective-1 | 3 | 0 | 0 | 3 |
| | | Total | 26 | 1 | 2 | 28 |

Second Year

Semester- ODD (III)

| S.N. | Code | Course Title | Periods Per Week | | | Credits |
|------|---------|---------------------------------------|------------------|---|---|---------|
| | | | L | T | P | |
| 1 | MS5CO14 | Strategic Management | 3 | 0 | 0 | 3 |
| 2 | MS5PC01 | Summer Internship/Industrial Training | 0 | 0 | 2 | 1 |
| 3 | MS5E** | Discipline Specific Elective | 3 | 0 | 0 | 3 |
| 4 | MS5E** | Discipline Specific Elective | 3 | 0 | 0 | 3 |

| 5 | MS5E** | Discipline Specific Elective | 3 | 0 | 0 | 3 |
|----------------------------|---------|------------------------------|------------------|---|----|---------|
| 6 | MS5E** | Discipline Specific Elective | 3 | 0 | 0 | 3 |
| 7 | MS5E** | Discipline Specific Elective | 3 | 0 | 0 | 3 |
| 8 | MS5E** | Discipline Specific Elective | 3 | 0 | 0 | 3 |
| | | Total | 21 | 0 | 2 | 22 |
| Semester- EVEN (IV) | | | | | | |
| S.N. | Code | Course Title | Periods Per Week | | | Credits |
| | | | L | T | P | |
| 1 | MS5PC06 | Dissertation | 0 | 0 | 28 | 14 |
| | | Total | 0 | 0 | 28 | 14 |

**Academic
Coordinator**

**HOD
Management Studies**

**Dean
Management Studies**



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SYLLABUS

| Subject Code | Subject Name | Hours per Week | | | Total |
|--------------|-----------------|----------------|---|---|---------|
| | | L | T | P | Credits |
| MS5NG02 | Soft Skill – II | 2 | 0 | 0 | 2 |

Unit I

Speaking skills- Presentation and interaction, What to present and how, Skills, Methods, Strategies and Essential tips for effective public speaking, Group Discussion: Importance, Planning, Elements, Skills assessed; Effectively disagreeing, Initiating, Summarizing and Attaining the Objective, Multimedia presentation: Understanding the basics, Communication styles, Speaking in groups

Unit II

Interpersonal Communication I: Individuals, groups and cultures, Building Relationship, Groups, Conflicts and their Resolution, Conflict Management: Conflict - Definition, Nature, Types and Causes, Conflict Resolution. Stress Management: Stress - Definition, Nature, Types, Symptoms and Causes, Management of Stress

Unit III

Interpersonal communication II: Emotional and social skills Developing key traits Creativity, critical thinking and problem solving, Developing key traits : Motivation, persuasion, negotiation and leadership , Motivating oneself and motivating others, Positivity and Motivation: Developing Positive Thinking and Attitude; Driving out Negativity; Meaning and Theories of Motivation; Enhancing Motivation Levels, negotiation skills, Leadership. Teamwork and Leadership Skills: Concept of Teams; Building effective teams; Concept of Leadership and honing Leadership skills.

Unit IV

Interview Skills- Interviewer and Interviewee – in -depth perspectives, Before, During and After the Interview, Tips for Success, Etiquette and Manners – Social and Business.

Writing skill -Note-making – CV's – Report writing, Agenda – Minutes – Circular – Essay writing on any current issues – paragraph – Essay writing.

Unit V

Goal Setting and Managing Time The basis of effective goals – steps to be followed for goal setting – Identifying the reasons for procrastination – guidelines to overcome procrastination, Steps to prepare one's short-term goals and long-term goals. Time Management – Concept, Essentials, Tips. Personality Development – Meaning, Nature, Features

Note: Each topic in all the above units will be supplemented by practice exercises and classroom activities

Reference Books:

Managing Soft Skills for Personality Development – edited by B.N.Ghosh, McGraw Hill India, 2012.

English and Soft Skills – S.P.Dhanavel, Orient Blackswan India, 2010.

Business Communication Strategies. 11th Reprint. Tata McGraw – Hill. New Delhi. SasiKumar. V and P.V. Dharmija. 1993.

Spoken English: A Self-Learning Guide Conversation Practice. 34th reprint. Tata McGraw – Hill. New Delhi. Swets, Paul. W. 1983.

The Art of Talking So That People Will Listen: Getting Through to Family, Friends and Business Associates. Prentice Hall Press. New York. John, Seely The Oxford guide to writing and speaking. Oxford U P, 1998, Delhi.

Recommended Texts:

Hewing, Martin. 1999. Advanced English Grammar: A Self-study Reference and practice Book for South Asian Students. Reprint 2003. Cambridge University Press. New Delhi. Lewis, Norman. 1991.

Word Power Made Easy. Pocket Books. Hall and Shepherd.

The Anti-Grammar Book: Discovery Activities for Grammar Teaching Longman. Powell. In Company. MacMillan. Cotton, et al. Market Lader. Longman.

Writing and Speaking at Work: A Practical Guide for Business Communication. Pennsylvania: Prentice Hall. 2007.Print.

Johnson, D.W. (1997). Reaching out – Interpersonal Effectiveness and Self Actualization. 6th ed. Boston: Allyn and Bacon.

Developing Soft Skills. 4th ed. New Delhi: Pearson. 3. Robbins, S. P. and Hunsaker, Phillip, L. (2009).

Schafer, W. (1998). Stress Management for Wellness. 4th edition. Australia: Thomson & Wadsworth.

Robbins, S. P. and Hunsaker, Phillip, L. (2009). Training in Interpersonal skills. Tips for managing people at work. 5th ed. New Delhi: PHI Learning.



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Syllabus

| Subject Code | Subject Name | Hours per Week | | | Total |
|--------------|-------------------------|----------------|---|---|---------|
| | | L | T | P | Credits |
| MS5C017 | Accounting for Managers | 4 | 0 | 0 | 4 |

Curriculum:

Unit-I

Introduction: Introduction of Financial Accounting, meaning & definition, advantages and limitations of accounting, Basic terms used in accounting, Types of Accounting, Accounting Concepts & Conventions, Classification of account, Rules of Debit and Credit, Journalizing, Ledger–Posting from Journal to respective ledger accounts., Introduction of Accounting Standards & IFRS

Unit-II

Trial balance & Final Account: Meaning of Trial Balance, Objectives, and Methods of Preparation of Trial Balance. Final Accounts: Meaning, Importance, uses and preparation of Trading Account, Profit & Loss Account and Balance Sheet with Basic adjustment related to depreciation, closing stock, prepaid & outstanding expenses, accrued income, bad debts, Reserve, provision for bad debts etc.

Unit-III

Depreciation: Meaning of Depreciation, Causes, Objects of providing for Depreciation, Methods of providing depreciation, Straight line method, Diminishing balance method, disposal of assets.

Unit-IV

Orientation to Cost Accounting: Objectives and importance of Cost Accounting Cost Concepts Cost Centre Cost Unit, Classification of Costs, A brief Introduction of Methods of Costing (Theory Only), Cost-Volume-Profit analysis. Cost control & Cost reduction.

Unit-V

Introduction to Management Accounting & Financial Statement Analysis: Objectives and importance of Management Accounting, Financial statements: Meaning, & types, Tools of Financial statement analysis (Theory only) ,Analyzing financial statement through basic Ratio analysis, liquidity ratio, Activity ratio & Profitability ratio.

Case Studies: Nil

Project: Nil

Text Books

1. Khan M.Y., Jain P.K., Management Accounting, Tata McGraw Hill,
2. Banerjee Bhabatosh, Cost Accounting –Theory and Practice, PHI
3. Jain Kapil, Somani Rashmi, Accounting for Managers, Dreamtech Publications

Reference Books

1. Tulsian P.C, Financial Accounting, Tata McGraw Hill
2. Charles T., Horngren, Introduction to Financial Accounting, Pearson Education
3. Lal Jawahar, Financial Accounting, S. Chand & Company



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Syllabus

| Subject Code | Subject Name | Hours per Week | | | Total |
|--------------|----------------------|----------------|---|---|---------|
| | | L | T | P | Credits |
| MS5CO07 | Marketing Management | 4 | 0 | 0 | 4 |

Curriculum:

Unit I

Introduction: Nature, Scope and importance of Marketing; Core Marketing Concepts – Production concept, Product concept, Selling concept, Marketing concept, Holistic marketing concept; Difference between Marketing and Selling, Marketing- mix elements, The Marketing environment, Customer Satisfaction, Customer Delight, Customer value chain, Marketing Management Process, Marketing Myopia, Marketing Challenges.

Unit II

Segmentation, Targeting and Positioning: Levels and patterns of market segmentation, Market Segmentation Procedure, Needs for effective segmentation, Bases for segmenting a consumer market, Evaluating and selecting segments, Market Targeting, Positioning – Concept, Positioning strategy, and Differentiation Tools.

Unit III

Product, Branding and Pricing Decision:

(a) Product and Branding Decisions: Product Levels, Product Classification, Product Mix, Product Life Cycle – Concept and marketing strategies for different life cycle stages; Branding decisions; Brand Equity, Packaging and Labeling Decisions.

(b) Pricing Decisions: Factors in setting pricing policy, Pricing Strategies, Initiating and responding to price changes.

Unit IV

Distribution and Integrated Marketing Communication (IMC) Decisions:

(a) **Distribution Decisions:** Channels of distribution – Concept, importance and functions, Channel Levels, Channel Management Decisions, Introduction to Market Logistics and Market Logistic Decisions.

(b) **Integrated Marketing Communication (IMC) Decisions:** Communication Process, Steps in developing effective communication, Integrated Marketing Communication, Tools of IMC- Advertising, Public Relations, Direct Marketing, Personal Selling, Sales Promotion,

Emerging tools of IMC- Sponsorships or Event Marketing, Social Media Marketing, Internet Marketing, Mobile Marketing.

Unit V

Dealing with Competition and Emerging Trends in Marketing: Analysing Competitors - Competitive Forces, Identifying Competitive Strategies, Industry concept of competition, Devising market strategies for Market Leaders, Market Challengers, Marketing Followers and Market Nichers; Customer Relationship Management, Green Marketing, Socially Responsible Marketing, Cause related Marketing, Rural Marketing.

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

Text Books:

1. Philip Kotler, Marketing Management, Pearson Education,
2. Rajan Saxena, Marketing Management, 2nd edition, New Delhi, Tata Mcgraw Hill Publishing Co Ltd.
3. V.S. Ramasamy and S.Namakumari, Marketing Management, Planning, Implementation and Control, New Delhi, Macmillan,

Reference Books:

1. Etzel, Michael J., Walker, Bruce J., Staton, William J., and Ajay Pandit, Marketing Concepts and Cases, Tata McGraw Hill (Special Indian Edition).
2. McCarthy, E. Jerome, Cannon, Joseph and William D. Perreault, Basic Marketing, McGraw-Hill Education.
3. Kazmi, Marketing Management Text and Cases, Excel Books.



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Syllabus

| Subject Code | Subject Name | Hours per Week | | | Total |
|--------------|----------------------|----------------|---|---|---------|
| | | L | T | P | Credits |
| MS5CO10 | Operation Management | 3 | 0 | 0 | 3 |

Curriculum:

UNIT- I

Introduction to Production and Operations Management: Nature of Production / Operations Management, Production Function and its Environment, Functions of Production/Operations Manager, Productivity- Definition, Types of Productivity, Factors affecting Productivity, Methods for improving Productivity; Make to Stock, Make to order , Assemble-to-Order Strategy,

UNIT- II

Facilities Planning & Layout of facility: Product Selection and Design, Service Design, Process and Technology Selection, Location of Manufacturing / Service Facility - Quantitative (Centre of Gravity Model, Median Model, Dimensional Analysis,) and Qualitative Model. Product layout, process layout, fixed position and group layout, layout design: Relationship based and Load-Distance cost matrix.

UNIT-III

Production Planning and Control: Demand Forecasting: Forecasting as a Planning Tool, Sources of Data for forecasting, Accuracy of forecast, Aggregate Production Planning - Chase strategy, Level production strategy, Mixed strategy, Materials Requirement Planning. Master Production Scheduling.

UNIT-IV

Operations Scheduling: Production Activity Control for Mass Manufacturing. (Assembly line balancing, batch processing and Job shop -n-jobs on single machine, n-jobs on Two/Three machines (Johnson's Rule),

UNIT-V

Quality Management & Emerging Trends in Operations Management: Evolution of Quality Concept, TQM, Quality Gurus (Juran, Crosby, Deming), Six Sigma, Kaizen, Benchmarking, Introduction to Control Charts, Acceptance Sampling and operation characteristic curve.

Reference Books :

1. B. Mahadevan; Operation Management; Theory and Practice' Pearson Education, Fifth Edition, New Delhi
2. William J. Stevenson: PRODUCTION/OPERATIONS MANAGEMENT, Richard Irwin.
3. Adam. E E & Ebert. R, Production and Operations Management, New Delhi, Prentice Hall of India

Text Books:

1. Chary S.N.: Production and Operations Management, New Delhi, Tata McGraw Hill, 1999.
2. S.A.chunawala and D.R. Patel, "Production and operations management," Himalaya Publishing House, Mumbai.
3. Buffa E.S. , Modern Production Management , Engle Wood Cliff, New Jersey Prentice Hall Inc.



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Syllabus

| Subject Code | Subject Name | Hours per Week | | | Total |
|--------------|--------------------------------|----------------|---|---|---------|
| | | L | T | P | Credits |
| MS5CO21 | Statistics for Decision Making | 3 | 0 | 0 | 3 |

Curriculum:

Unit –I Functions, Limit and Continuity

Functions: Concept, Definition and Types of Function, Applications of function in business, Break-even analysis.

Limits and Continuity of Functions: Introduction, Limit of function, Implications of Limit of functions, Continuity of functions of one variable.

Unit -II Differentiation and Integration

Differentiation: Derivatives of a function, derivatives of sum, difference, product and quotient, Applications of differentiation in Economic and Managerial problems like Marginal Analysis, Maxima and Minima- Concept and uses.

Integration: Elementary integration, Simple Definite Integrals, economic application, Consumer surplus and Producer surplus.

Unit –III Introduction to Statistics

Definition of Statistics, Business Statistics and scope, Application of Statistics in Managerial decisions Making, Descriptive Statistics, Concept of Population and Sample with illustration.

Unit -IV Probability Theory and Probability Distribution

Probability Theory-Meaning and Importance, Addition and Multiplication Theorem of Probability.

Random variable: Discrete and Continuous (Elementary idea only), Probability distributions-Binomial, Poisson, Normal with business application.

Unit-V Time Series

Time Series and its Components, Analysis, Models of Time Series, Methods of Studying Components of Time Series: Measurement of trend (Moving average and Least Squares Method), Measurement of seasonal variations (Moving average method).

Text books

1. Das J.K. and Das N.G., *Business Mathematics and Statistics*, McGraw Hill Education, 1st edition, 2011.
2. Verma A.P., *Business Mathematics and Statistics*, Asian Books Private Limited, 2nd Edition, 2005

Reference books

1. Thukral J. K., *Business Mathematics and Statistics*, scholar tech press, 1st edition, 2014.
2. Gupta S.P., *Statistical Methods*, Sultan chand & Sons, Delhi, 43rd edition, 2014
3. Kapoor V. K., *Business Mathematics*, Sultan chand & sons, Delhi, 11th Edition, Reprint 2014

Web Source:

nptel.ac.in/courses/111104032/
nptel.ac.in/courses/110105053/29

Open Learning Source:

1. <https://swayam.gov.in/courses/public>
2. <http://nptel.ac.in/course.php>



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Syllabus

| Subject Code | Subject Name | Hours per Week | | | Total |
|--------------|----------------------|----------------|---|---|---------|
| | | L | T | P | Credits |
| MS5CO02 | Managerial Economics | 3 | 0 | 0 | 3 |

Curriculum:

Unit-I

Introduction to economics and Managerial Economics: Nature, Scope, Characteristics and significance of managerial economics, The circular flow of income in two, three & four-sector economy, National Income and related aggregates-GDP,NNP,NI etc

Unit-II

Fundamental concepts: Ceteris Paribus, Consumer surplus, Cardinal & Ordinal approach, Opportunity cost, Indifference curve analysis, Law of diminishing marginal utility, Investment multiplier. Theories of Firm: Profit Maximization and Sales Maximization

Unit-III

Demand and Supply Analysis: Concept of Demand and its determinants, Law of Demand, Concept and measurement of Elasticity of Demand, Price and Income elasticity of demand, Shift and Movement in demand curve. Concept of Supply and its determinants, Law of Supply.

Unit-IV

Production and Cost Analysis: Cost Function-Meaning and types of costs, Costs in Long Run and Short Run. Production Function: Law of Variable Proportions, Law of Return to scale, Marginal rate of technical Substitution, Iso-Quants : Meaning and Properties

Unit-V

Market Structure: Price determination under perfect competition, Monopolistic competition and monopoly. Oligopoly market concept, kinked demand curve, Cartel formation, Demonetization, Economic stabilization & Role of govt. in the economy.

Text Books

1. Gupta, G.S. (2011). Managerial Economics, e-2, Tata McGraw Hills, New Delhi
2. Damodaran, Suma. (2006) Managerial economics, [Oxford](#), New Delhi
3. Truett, Lija J, (2012) Managerial Economics, 2012, Wiley, New Delhi.

Reference Books:

1. A. Koutsoyiannis. Modern Micro Economics, [MACMILLAN](#) (LONDON)
2. Dean Joel, (2009). “Managerial Economics”, e2, Prentice Hall Publication, New Delhi
3. Hal Varian (2010). Intermediate micro economics, e8, EWP, New Delhi



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| Subject Code | Subject Name | Hours per Week | | | Total |
|--------------|-----------------------------------|----------------|---|---|---------|
| | | L | T | P | Credits |
| MS5CO19 | Management Concepts and Behaviour | 3 | 0 | 0 | 3 |

Curriculum:

Unit-I Introduction to Management:

Basic Concepts, Definition of Management, Levels of management, Historical Development- Philosophies and theories of management: Classical Management Theories (Frederick Taylor, Henry Fayol) Behavioural Management Theories (Elton Mayo, Douglas McGregor) Modern Management Theories (Robert Kahn, Paul R. Lawrence) Functions of management, Roles of Manager.

Unit-II Functions of Management:

Concept of Planning, Steps involved in Planning, Principles of Planning, Advantages and limitation of planning, Process of Management by Objective (MBO), Management by Exception (MBE).

Concept of Organizing, Types of Organizations.

Concept of Coordinating and Controlling: Coordination Need, Barriers in Coordination, Ways to achieve effective Coordination, Control Process, types of controlling, Requirement of effective control.

Unit- III Focus and Purpose of OB:

Definition, need and importance of organizational behaviour, Nature and scope, Historical evaluation of OB , Challenges and opportunities for OB- OB Models and approaches.

Unit- IV Individual Behaviour:

Concept of Personality, Personality Types, Learning – Types of learning, the learning process, Learning theories. Emotions - Concepts of Emotional Intelligence, Attitudes – Components, Formation and Measurement- Values, Perceptions – Importance, Factors influencing perception, Interpersonal perception, Impression Management, Motivation – importance and Types, Effects on work behaviour.

Unit- V Group Behaviour:

Organization structure, Formation, Groups in organizations – Influence – Group dynamics – Emergence of informal leaders and working norms – Group decision making techniques – **Team building - Interpersonal** relations – Communication – Control.

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

Text Books:

- 1 Prasad L.M, Principles & Practice of Management, Sultan Chand & Sons
- 2 Robins Stephen P., Organisational Behaviour, PHI Learning / Pearson Education
- 3 Luthans Fred, Organisational Behaviour, McGraw Hill

References Books:

1. Koontz Harold, O'Donnell and Welhrich Heinz, Essentials of Management, Tata McGraw Hill
2. Schermerhorn, Hunt and Osborn, Organisational behavior, John Wiley
3. Pareek Udai, Understanding Organisational Behaviour, Oxford Higher Education



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| Subject Code | Subject Name | Hours per Week | | | Total |
|--------------|---------------------------|----------------|---|---|---------|
| | | L | T | P | Credits |
| MS5CO22 | Legal Aspects of Business | 2 | 0 | 0 | 2 |

Curriculum:

Unit –I

Indian Contract Act, 1872: Introduction of Indian contract act, Definition of Contract, Agreements, essential elements of a valid contract, Offer and Acceptance, Capacity to Contract, Consent, Consideration, Classification of contracts.

Unit –II

Sales of Goods Act, 1930: Contract for Sale of Goods – Introduction, Definition, Meaning, Scope & Object of the Act, Essentials of a Contract of Sale, Goods and their classification, Formation of a Contract of sale, Difference between sale & agreement to sale, Doctrine of caveat-emptor, Conditions & warranties and deference between them.

Unit –III

The Negotiable Instruments Act, 1881: Negotiable Instruments - Meaning, elements Characteristics, Specimen, Types & classification, Parties– Holder and holder in Due Course, Dishonor& Discharge of Negotiable Instruments, Crossing of the cheque & Types

Unit –IV

The Consumer Protection Act, 1986: Introduction, meaning of consumer protection act, Salient features, Definition of consumer, Complaint, Services & goods, defect. Rights of Consumers, Consumer Disputes.

Unit –V

The Information Technology Act, 2000: Definition, Digital Signature, Electronic Governance, Attribution, Acknowledgement and Dispatch of Electronic Records, Penalty &Adjudication, cybercrimes & types.

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

Text Books

1. N.D Kapoor, Business Law, Sultan Chand & Sons

2. P.C.Tulsian, Business Law , TMH,
3. Tejpal Sheth, Business Law Pearson

Reference Books

1. T.R Desai, Indian Contract Act, Sale of Goods Act , S.C. Sarkar & Sons Pvt. Ltd.
2. J.S Khergamwala, The Negotiable Instruments Act; N.M. Tripathi Pvt. Ltd.
3. P.R Chadha, Business Law; Galgotia Publications



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Syllabus

| Subject Code | Subject Name | Hours per Week | | | Total |
|--------------|------------------|----------------|---|---|---------|
| | | L | T | P | Credits |
| MS5SE03 | Entrepreneurship | 3 | 0 | 0 | 2 |

Course Contents:

Unit I-Introduction to Entrepreneurship

Concept of Entrepreneurship; Role of entrepreneurship in Economic Development; Factor Affecting Entrepreneurial Growth – Economic, Non-Economic Factors, Managerial vs. entrepreneurial approach, Types of Entrepreneurs, Traits/Qualities of an Entrepreneurs, Characteristic of successful entrepreneurs, Entrepreneurship process, Women as Entrepreneurs, Ethics and Social Responsibilities; Entrepreneurial challenges.

Unit: II Opportunity / Identification and Product Selection:

Entrepreneurial Opportunity Search and Identification; Methods to Initiate Ventures; Features and evaluation of joint ventures, Acquisition-Advantages of acquiring an ongoing venture and examination of key issues; Franchising- how a franchise works, evaluation of franchising opportunities; Criteria to Select a Product; Conducting Feasibility Studies; Project Finalization; Sources of Information.

Unit: III Business Plan:

Business plan– Meaning, Significance, contents, formulation and presentation of Business Plan, implementing business plans. Marketing plan, financial plan and the organizational plan, Launching Formalities, Common errors in Business Plan formulation.

Unit: IV Financing Venture:

Financing Stages; Sources of Finance; Venture Capital; Criteria for evaluating new venture proposals- Design Thinking- Process, significance; Evaluating Venture Capital- process; Sources of financing for Indian entrepreneurs.

Unit – V Institutional support to Entrepreneurship

Role of Directorate of Industries, State Financial corporation (SFCs), Micro Small and Medium Scale Enterprises- Development Institute (MSME-DI), NIESBUD, National Small Industries Corporation (NSIC), Khadi and village Industries Commission (KVIC), Small Industries Development Bank of India (SIDBI).

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

Text Books:

S.S. Khanka, Entrepreneurial Development, S Chand Publication 2011.

Kanishka Bedi, Management and Entrepreneurship, Oxford University Press.

David H Holt Entrepreneurship: New Venture Creation, PHI 2009

Reference Books:

B. K. Mohanty Fundamentals of Entrepreneurship PHI 2009

Barringer, Entrepreneurship Pearson education, 2008

Vasant Desai: Small Scale Industries and Entrepreneurship, Himalaya Publishing House, 2009

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| Course Code | Course Name | Hours per Week | | | Total |
|-------------|-------------------|----------------|---|---|--------|
| | | L | T | P | Credit |
| MS5CO23 | Corporate Finance | 3 | 0 | 0 | 3 |

Curriculum:

UNIT-I

Introduction: Meaning, objectives & Scope of financial management, Finance functions, Structure of finance department, emerging role of the finance manager, Finance its interface with other related disciplines Profit maximization & wealth maximization approach, Time value of money. Compounding, discounting, and annuities.

UNIT -2

Sources of finance and Leverage: Long term, short term & medium-term source of finance, merits & limitation of each source. Basic characteristics of Shares, debentures, preference shares and term loans. Concept of leverage, operating leverage, financial leverage, and combined leverage.

UNIT-3

Cost of capital: Determinants of cost of capital. Cost of different sources of finance, Cost of Equity Cost of preference capital, cost of debt & cost of retained earnings. Specific costs and overall cost of capital weighted average cost of capital, EBIT-EPS analysis.

UNIT -4

Capital Budgeting: Needs and importance of Capital Budgeting, Principles and techniques, Evaluation Techniques: Payback period, accounting rate of return, Discounted payback period, Net Present Value method, Profitability Index, Internal Rate of Return.

UNIT -5

Working Capital: Nature and need of working capital, determinants of working capital, Trade credit, Bank finance and Commercial paper. Estimation of working capital, Management of Cash, Receivables & Inventories (Theory only)

Text Books:

1. Prasanna, Chandra, Financial Management: Theory and Practice, Tata McGraw Hill
2. S.N. Maheshwari, Financial Management: Principles & Practice, Sultan Chand & Sons
3. M.Y. Khan, P. K. Jain, Financial Management: Text, Problems & Cases, Tata McGraw Hill

Reference Books:

1. Narayana Swamy, Financial Accounting: Managerial Perspective, Prentice Hall of India.
2. Sharma & Gupta, Financial Management, Kalyani Publishers
3. Aswat Damodaran, Corporate Finance Theory and practice, John Wiley & Sons.



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| Course Code | Course Name | L | T | P | Credit |
|-------------|----------------------------------|---|---|---|--------|
| MS5CO24 | Managing People and Organization | 3 | 0 | 0 | 3 |

Curriculum:

UNIT- I

Introduction to Human Resource Management: Meaning, objectives, importance, functions, challenges of HRM. Qualifications and qualities of HR Manager. Changing role of HR managers. HR policies. Emerging trends in HRM.

UNIT- II

Talent Acquisition- Human Resource Planning -concept, process, objectives and significance, Job Analysis Concept, objectives and methods. Job description and job specification. Recruitment Process and methods of recruitment. Selection Process and methods of selection. Career Planning, Succession Planning.

UNIT-III

Talent Management- Performance Appraisal: Concept, objectives, Types of appraisal; Process of performance appraisal, Likely errors in appraisal; Training Needs Analysis; Training concept, objectives, Methods of training; Measuring the effectiveness of training. Management Development objectives and Methods.

UNIT- IV

Compensation Management- Job Evaluation-concept, objectives and techniques. Wage and Salary Administration, Rewards and incentives -Concept, objectives and types.

UNIT-V

Employee Discipline and handling Grievance –Concept, objectives, types of Discipline. Measures to ensure employee discipline in Industry. Grievances – Concept & Causes. Grievance handling procedure. Collective bargaining and negotiations.

Text Books:

1. K. Asawatthapa International Human Resource Management , TMH, 2007
2. Venkat Ratnam C.S. & Srivatsava, B.K. Personnel / Human Resource Management, Tata McGraw Hill, New Delhi
3. Monappa Arun & Mirzas Saiyadin, Personnel Management, Tata McGraw Hill, New Delhi.

Reference Books :

1. Bohlander, Human Resource Management, 14th edition Cengage Learning, India, 2009
2. Verma Pramod: Personnel Management in Indian Organizations, Oxford & IBM Publishing Co. Ltd.
3. Dessler, Verckey, Human Resource Management, Pearson Education, 2009



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Syllabus

| Course Code | Course Name | | | | Credit |
|-------------|---------------------|---|---|---|--------|
| | | L | T | P | |
| MS5CO25 | Operations Research | 2 | 1 | 0 | 3 |

Curriculum:

Unit-I Introduction to Operations Research Introduction to Operations Research: Definition, Models of Operations Research, Scope of Operations Research, Importance of Operations Research in Decision Making, limitations of Operations Research.

Unit-II Linear Programming Problem Introduction, Mathematical Formulation, Graphical Solution and Simplex Method, Concept of Duality, Advantages and Limitations of Linear Programming.

Unit-III Transportation Problems and Assignment Problem

Transportation Problems: Introduction to Transportation Problem, Mathematical Model, Initial Basic Feasible Solution (North West Corner Rule, Least Cost Method, Vogel's Approximation Method), Test for optimality by MODI Method. Assignment Problem: Introduction, Mathematical Model, Hungarian Method

Unit-IV Markov Chain Analysis and Queuing Theory

Markov Chain Analysis: Introduction, Transition Probability Matrix, n-Step Transition Probability Matrix, Steady State Conditions and Application of Markov Chain.

Queuing Theory: Introduction, Essential features of Queuing System, Single Server/Single Queue with infinite capacity of system (simple problems only).

Unit –V Simulation and Game Theory

Simulation: Introduction to basic concepts, Simulation Procedure (Monte Carlo method only), Applications of Simulation.

Game Theory: Pure and Mixed strategy, Graphical, Dominance and Algebraic method.

Text Books:

1. Gupta P.K, Heera D.S., Problem in Operations Research, S.Chand and Co.
2. Sharma J.K. Operations Research: Theory and Applications, Macmillan India Ltd.
3. Vohra N.D. Quantitative techniques in Management ,Tata Mcgraw Hill

Reference Books:

1. Taha H. A . Introduction to Operations Research, Prentice Hall India,
2. Kapoor V.K. Operations Research Techniques for Management, S.Chand and Co.
3. Sharma J.K., Operations Research: Problems and solutions, Macmillan India Ltd

Web Source:

1. *nptel.ac.in/courses/112106134/1*
2. *nptel.ac.in/courses/112106131/1*
3. *nptel.ac.in/courses/111105039/15*
4. Open Learning Source:
5. <https://swayam.gov.in/courses/public>
6. <http://nptel.ac.in/course.php>



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Syllabus

| Course Code | Course Name | | | | Credit |
|-------------|---------------------------|---|---|---|--------|
| | | L | T | P | |
| MS5CO26 | Business Research Methods | 3 | 0 | 0 | 3 |

Curriculum:

Unit-I

Introduction to Research: Introduction to Research, Importance of Research, Objectives of Research, Characteristics of a Good Research, Types of Research, Limitations of Research, Research Applications in Business Decision.

Unit-II

Planning for Research: Research Process, Identification and Formulation of the Research Problem, Literature Review, Concept, Variables and Types of Variables – Independent, Dependent, Extraneous, Moderating and Mediating Variables.

Hypothesis and Development of Research Hypothesis: Hypothesis Types and Hypothesis Testing Process, Type I and Type II Error.

Research Design: Need for Research Design, Features of a Good Research Design, Types of Research Design:-

Unit-III

Measurement Methods and Sampling:

(a) *Measurement Methods:* Types of Data, Method of Data Collection, Introduction to Questionnaire and its process of Designing, Measurement and Scaling, Measurement Scales, Techniques of Developing Scales, Reliability and Validity of Scales.

(b) *Sampling Concepts:* Population and Sample, Sampling Design Process, Sampling Techniques, Sampling and Non-sampling errors.

Unit-IV

Statistical Data Analysis: Parametric and Non-Parametric Tests, Descriptive Statistics, Comparing Means using t-test - One Sample, Independent Samples and Paired Samples; One-way Analysis of Variance (ANOVA), Chi-square Test.

Unit-V

Report Writing and Presentation of Results: Importance of Report Writing, Types of Research Reports, Report Structure and Guidelines for effective Report Documentation, Synopsis Writing.

Text Books:

1. Donald, R. Cooper and Parmela, S. Schindler, Business Research Methods, Tata McGraw Hill.
2. Levin and Rubin, Statistics for Management, PHI.
3. William G. Zikmund, Business Research Methods, Cengage Learning India.

Reference Books:

1. Mcburney, Research Methods, 7th edition, Cengage Learning.
2. Alan Bryman and Emma Bell, Business Research Methods – Oxford University Press.
3. C.R. Kothari, Research Methodology, Methods and Techniques, New Age International (P) Ltd.



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Syllabus

| Course Code | Course Name | Hours per Week | | | Total |
|-------------|-------------|----------------|---|---|--------|
| | | L | T | P | Credit |
| MS5NG01 | Soft Skill | 4 | 0 | 0 | 4 |

Curriculum:

Unit-1 Basic Aptitude

Introduction to Arithmetic and algebra, Overview of Arithmetic, Importance of these Mathematical concepts, How they apply to various real-life situations, **Fundamentals of Arithmetic**- Whole numbers, Integers, Fractions and Decimals, **Basic Operations**- Addition, Subtraction, Multiplication, and Division, Order of Operations (PEMDAS/ BODMAS), Algebraic Expressions, Understanding variables and constants, Evaluating expressions, Simplifying algebraic expressions, Equations and Inequalities, Solving Linear equations, Solving Linear Inequalities, Word problems Involving equations and Inequalities.

Unit-2 Permutations, Combinations and Probability

Permutations and Combinations, Introduction to Permutation and Combinations, Formulas and Calculations, Applications in counting problems, Probability Basics, Introduction to Probability, Probability as a Fraction, Decimal and Percentage, Probability of Events: Simple and Compound, Probability Distributions.

Unit-3 Reasoning and Data Interpretation

Logical Reasoning, Introduction to Logical Reasoning, Deductive vs. Inductive Reasoning, Critical thinking skills, Data Interpretation, Reading and Interpreting Data from Tables, Graphs and Charts, Data analysis techniques, Data-driven decision making.

Unit-4 Online Practice and Application

Practice Problems, Extensive Practice Problems, Exercises and Quizzes for each subject, Varied difficulty levels to cater to all learners, Guided Practice Sessions with Instructors, Mock Test, Full-Length mock test for each subject, Simulating exam conditions, Review and Analysis of mock test

performance, Revision and Doubt Clearing, Review of Challenging topics, Addressing students doubts and queries, Final preparation for examinations, Final examinations, Comprehensive examinations covering all subjects, Evaluation and grading, Feedback and Performance analysis.

Unit-5 Mastering Soft Skills and Verbal Communication

Resume and Cover Letter writing, crafting a compelling Resume and Cover letter, Tailoring application materials for specific job opportunities, highlighting skills and Experience effectively, **Group Discussion and Debate Skills:** Participating effectively in group discussions, Developing argumentation and Persuasion skills, Constructive debate techniques and etiquette, **Personal Interview Skills:** Preparing for job interviews and other professional interviews, Answering common interview questions, Practicing mock interview and receiving feedback, **Public speaking and Presentation skills:** Techniques for effective public speaking, Creating and delivering compelling presentations, Managing stage fright and anxiety, **Interpersonal Communication:** Conflict resolution and negotiation skills, **Critical thinking and problem-solving:** Developing critical thinking skills, Creative problems-solving methods, Decision-making process, **Adaptability and Resilience:** Adapting to change, Team work and Collaboration.



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Syllabus

| Course code | Course Name | L | T | P | Credit |
|-------------|------------------------------------|---|---|---|--------|
| MS5SE09 | Computer Application in Management | 2 | 0 | 2 | 3 |

Curriculum:

Unit- I

Advanced Word Processing: Ribbons and Tabs, Formatting Text and Documents, Working with Headers, Footers, and Endnotes, Working with Citations and Bibliography, Insertion of Tables, Pictures, Clip Arts, Shapes, Smart Arts, Page Numbers, Page Margins, Page Orientation, Columns, Ruler, Watermarks, Sorting, Mail Merge, Macros in MS Word, Comment and Print Options.

Unit- II

Advanced Presentation: PowerPoint Ribbons, Tabs and Creating Presentations, Working with Text, Graphics, Pictures, Design Themes, Animation and Slide Transition, Audio-Video in Power Point, Presentation Views, Record Narration, Rehearse Timing and Print Options.

Unit- III

Advanced Spreadsheet Analytics using MS Excel: Understanding Workbook, Cells, Ribbons and Tabs, Contextual Tabs, Excel Data Editing with Number Formats, Paste Special and Cell Referencing, Text to Columns, Remove Duplicates, Conditional Formatting, Data Validation and Print Options.

Unit- IV

MS Excel Formulas, Charts and Macros: Creating Formulas in Excel and Understanding functions like Mean, Standard Deviations, Variance, Trend Analysis, Correlations and Logical Functions, Understand Function like SumIF, CountIF, Look Up, V Look up, H Look Up, Creation of Excel's Charts, Column, -Bar, Line, Pie Charts, Area, Scatter and Bubble Charts, Creation and Execution of Macros.

Unit V

Sorting, Filtering and Pivot Tables in MS Excel: Advanced Sorting in Excel, Advanced Filter, Creating Pivot Tables, Formation and Customization of Pivot Table, Others Options in Pivot Table, Charts by using Pivot Table, What-IF analysis using data tables, What-IF analysis using Scenario Manager, What-IF analysis using Goal Seek, Google Forms Data in Excel, Online Spreadsheets with Excel.

Text Books:

1. Goel, Anita, Computer Fundamentals, New Delhi: Pearson Education, 2016.
2. Balagurusany, E., Fundamentals of Computers, New Delhi: McGraw Hill Education (India) Pvt. Ltd., 2014
3. Schwartz, Steve, Microsoft Office 2013: Visual Quick Start Guide, 2013.

Reference Books:

1. Joy Cox, Joan Lambert, and Curtis Frye, Step by Step MS Office Professional 2010, PHI Learning Pvt. Ltd., New Delhi, 2012.
2. Bhel, Ramesh, Information Technology for Management, New Delhi, Tata McGraw-Hill 2009.
3. Lucas, Henery C., Information Technology for Management, New Delhi, Tata McGraw-Hill 2008.



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Syllabus

| Course Code | Course Name | Hours per Week | | | Total |
|-------------|--------------------------------|----------------|---|---|--------|
| | | L | T | P | Credit |
| MS5CO15 | Management 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.



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Syllabus

| Course Code | Course Name | Hours per Week | | | Total |
|-------------|------------------------|----------------|---|---|--------|
| | | L | T | P | Credit |
| MS5OE01 | 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.Thirupairaju: "Mutual funds, data interpretation and Analysis" (Prentice Hall of India)
3. V.K. Avadhani: Marketing of Financial Services (Himalaya)

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.



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Syllabus

| Course Code | Course Name | Hours per Week | | | Total |
|-------------|----------------------------------|----------------|---|---|--------|
| | | L | T | P | Credit |
| MS5OE02 | Customer Relationship Management | 3 | 0 | 0 | 3 |

Curriculum:

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.

1. Text books:

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

Reference Books:

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



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| Syllabus | | | | | |
|-------------|---------------------------|---|---|---|--------|
| Course Code | Course Name | L | T | P | Credit |
| MS5OE06 | Tax Planning & Management | 3 | 0 | 0 | 3 |

Curriculum:

Unit -I

Basic Concepts of Income Tax: Income, Agricultural Income, Person, Assessee, Previous Year & Assessment Year, Gross Total Income, Exempted Income, Residential Status of Assesses and Tax Liability-Basic Problems, Meaning of Tax Planning, Tax Avoidance & Tax Evasion

Unit-II

Income from Salary (Excluding Retirement): Meaning of Salary, Fully Exempted, Taxable and Partial Taxable Allowances, Perquisites, Valuation of Rent-Free House & House Rent Allowance (Basic Problems)

Unit -III

Income from House Property: Meaning of House Property, Types of House Property, Determination of Annual Value, Valuation of Self Occupied, Let-out and Deemed to be Let-out House Property, Exempted Incomes of House Property. Deductions from House Property Income (Basic Problems)

Unit -IV

Income from Business & Profession and Capital Gain: Meaning of Business & Profession, Expenses and losses Allowed and Disallowed, Basic Problems of Computation of Income from Business, Capital Gain-Long Term & Short Term, Meaning, Calculations of Capital Gain/Loss

Unit -V

Income from Other Sources and Deductions: Income from Other Sources (Theory Only), Deductions from Gross Total Income for Individuals, Computation of Total Income & Tax Liability of Individuals- (Basic Problems)

Text Books:

1. Vinod K Singhania, Monica Singhania, Student's guide to Income Tax, Taxmann publication

2. Shripal Saklecha, Income Tax Law & Practice, Satish Printers 3. Bhagwati Prasad, Direct Tax Law & Practice, Wishwa Prakashan

Reference Books:

1. Girish Ahuja, Ravi Gupta, Systematic Approach to Income Tax Delhi Bharat Law House
 2. V.K. Singhania, Direct Taxes & Practice, Taxmann Publications
 3. Girish Ahuja, Ravi Gupta, Simplified Approach to Income Tax, Sahitya Bhawan Publishers
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Syllabus

| Course Code | Course Name | L | T | P | Credit |
|-------------|-------------------|---|---|---|--------|
| MS5OE07 | Digital Marketing | 3 | 0 | 0 | 3 |

Curriculum:

Unit I : Digital Marketing: Overview:

Introduction to Digital Marketing, understanding digital Marketing Process, The new digital world - trends that are driving shifts from traditional marketing practices to digital marketing practices, the modern digital consumer and new consumer's digital journey. Marketing strategies for the digital world - latest practices.

Unit II :Web Analytics and E-Commerce

Web Analytics-Audience Profiling and Segmentation, Internet Usage Patterns, Introduction to e-Commerce Sites, Types of e-Commerce Sites, How to use e-Commerce Sites, Introduction about various popular e-Commerce Sites like Flipkart, Hotstar, Amazon, Ola, IRCTC, Impact of e-Commerce.

Unit III : Search Engine Marketing

Search marketing, Mobile marketing, and Video marketing, online campaign management; overview of search engine optimization (SEO), Using marketing analytic tools to segment, target and position, Acquiring & Engaging Users through Digital Channels: Understanding the relationship between content and branding and its impact on sales.

Unit IV Social Media Marketing:

Social Media and e-PR- Social Media Platforms - Face book, LinkedIn, Twitter, YouTube, Content guidelines for online communications, Social Media measuring, monitoring & reporting, Tracking & Monitoring platforms. Content seeding, How to use Blogs, forums and discussion boards.

Unit V : Integrating Online Communication:

Basic introduction about Google Analytics, Using Google Analytics, Affiliate Marketing, Email Marketing, Viral Marketing, Content Marketing, Digital Advertising, Legal and Ethical aspects related to Digital Marketing.

Text Books

1. Vandana, Ahuja; Digital Marketing, Oxford University Press India
2. Eric Greenberg, and Kates, Alexander; Strategic Digital Marketing: Top Digital Experts
3. Share the Formula for Tangible Returns on Your Marketing Investment; McGraw-Hill

Reference Books

1. Menon, Arpita; Media Planning and Buying; McGraw Hill
2. Arnold, George; Media Writer's Handbook: A Guide to Common Writing and Editing
3. Problems; McGraw-Hill Education
4. Ryan, Damian; Understanding Digital Marketing: marketing strategies for engaging the
5. digital generation; Kogan Page

Websites

1. <http://econtent.nielit.gov.in>
2. <https://www.edx.org/school/iitbombayx>
3. <https://www.youtube.com/watch?v=7mT4QyA228Y> (Google adwords)
4. https://en.wikipedia.org/wiki/Digital_marketing



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| Syllabus | | | | | |
|-------------|--------------------|---|---|---|--------|
| Course Code | Course Name | L | T | P | Credit |
| MS5OE20 | Project Management | 3 | 0 | 0 | 3 |

Curriculum:

UNIT I

Basics of project Management: Introduction: - Concept of Project and Project Management, Characteristics and types, Project life cycle and its phases, Project Selection Process, tools and Technology of Project Management, Generation of idea, Scanning for Project Ideas.

UNIT II

Project Identification and Formulation: Project Identification, Market and Demand analysis, market survey, market planning, market environment, demand for casting techniques, (survey method and trend analysis)

UNIT III

Financial Analysis: Financial feasibility, determinants of cost of project, its financial and deciding optimum capital structure, cash flows from project and owners perspective, project Appraisal., Social cost Benefit analysis , UNIDO Approach.

UNIT IV

Project risk Management: Types of risk, Techniques of risk, evaluation and its mitigation, steps in risk management sensitivity analysis, scenario analysis.

UNIT V

Network analysis: Construction of Network, CPM Various types of Floats, PERT and its Application. Project Cost Control: Time Cost Relationship, Crashing for Optimum Cost and Optimum time.

Text Books:

1. Chandra, Prasana, "Projects: Preparation, Appraisal, Budgeting and Implementation", New Delhi, Tata McGraw Hill.
2. Gray, C. F.; Larson, Erik W. and Desai, Gautam V., "Project Management", 4th edition, McGraw Hill, New Delhi.
3. Parsad L.M., "Principles and Practice of Management", Sultan Chanda & Sons, New Delhi.

Reference Books:

1. Desai Vasant, "Project Management", Himalaya Publication
2. Agrawal N.P. Project "Planning & Management, Garima Publications
3. Chopra Seema, "Project Management", Kalyani blication One case study of each unit is supplemented in TLP



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SYLLABUS

| Course Code | Course Name | Hours per Week | | | Total |
|-------------|----------------------|----------------|---|---|---------|
| | | L | T | P | Credits |
| MS5CO14 | 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 Sociaresponsibility.

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 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, Ajhar 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.Lawrence G. Hrebiniak, Making strategy work, Pearson, 2005.

Websites:



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Syllabus

| Course Code | Course Name | Hours per Week | | | Total |
|-------------|---------------------|----------------|---|---|---------|
| | | L | T | P | Credits |
| MS5PC01 | Industrial Training | 0 | 0 | 2 | 1 |

Report Preparation & Viva-voce in the end of semester exam

This paper also aims to sharpen the communicative skills of the students through practical training in some of the important skills required to be mastered by middle and higher level managers, to pursue this the tutorial classes twice a week will be scheduled in class timetable in which the students will follow below instructions:-

1. The students are required to prepare the presentation including all necessary details of the company in prescribed format.
2. The duration of the presentation would be of 20 minutes.
4. The presentation should have Power-Point slides only as their visual aids and the judgment of its effectiveness should be purely done on the basis of the speakers' communication skills.
5. At the end of presentation, Q/A session followed by feedback by the faculty guide to be done.

Guidelines for Internal Viva-Voce of Project Report:

At the end of session the viva-voce for the student will be conducted on **individual basis** and should be evaluated on the basis of following criteria:-

1. Knowledge about the company
2. Topics covered
3. Applications related to functional focus
4. Communication skills

Chapter Scheme for Internship Project Report will be as follows: -

| S. no. | Particulars | Page no. |
|--------|---|----------|
| | Preface Certificate by the Supervisor Declaration by the Student Acknowledgement | |
| 1. | Introduction 1.1 Company Profile <i>(Name, Registered Address, Brief History, Mission, Vision, Products, Form of organization, Organizational Structure, Location, Awards and Achievements.)</i> 1.2 Rationale of the study 1.3 Objectives of Study 1.4 SWOT Analysis of the Organization. | |
| 2. | Learnings from the study | |
| 3. | Weekly Overview of Internship Activities | |
| 4. | Limitations of the study | |
| 5. | Suggestions and Conclusion | |
| 6. | References | |
| 7 | Appendix (if any) | |

General Formatting Instructions:

1. For Cover Page :

- Font Size -18, Bold,
- Alignment-Center
- Font Style : Times New Roman

2. In rest of the file the text formatting will follow:

- Font Size -14 & Bold (Headings),
- Font-Size-12 & normal for Text,
- Alignment-Justify
- Line Spacing:1.15
- Margin:Normal
- Font Style : Times New Roman

**** Format of Front Page of Project report is enclosed for reference purpose.**



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Syllabus

| Course Code | Course Name | Hours per Week | | | Total |
|-------------|----------------|----------------|---|---|---------|
| | | L | T | P | Credits |
| MS5EF01 | Retail Banking | 3 | 0 | 0 | 3 |

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 V

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

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 Publisher

Websites:



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Syllabus

| Course Code | Course Name | Hours per Week | | | Total |
|-------------|------------------|----------------|---|---|---------|
| | | L | T | P | Credits |
| MS5EF10 | Merchant Banking | 3 | 0 | 0 | 3 |

Prerequisites: Nil

Co-requisites: Nil

Curriculum:

UNIT I: INTRODUCTION

An Over view of Indian Financial System, Merchant Banking: Concept, Origin, Functions, Nature, Growth, Institutional Structure, and Merchant Banking Services in India. Commercial banks and investment banks

UNIT II: REGULATION OF MERCHANT BANKING ACTIVITY

Guidelines of SEBI and Ministry of Finance, categorization of merchant bankers, ,Regulation under Companies Act 1956 and 2013, Listing guidelines of stock Exchange and Securities contracts(Regulation) Act, 1956. Relation with Stock Exchanges.

UNIT III : PUBLIC ISSUE MANAGEMENT IN MERCHANT BANKING

Meaning and types of issues, appointment and role of merchant banker in issue management, pre-issue and post-issue management activities performed by merchant banks, Issue Pricing, Book Building: Preparation of Prospectus, Selection of Bankers, Advertising Consultants, etc. Role of Registrars, Bankers to the Issue, Underwriters, and Brokers, Issue Marketing, Advertising Strategies, NRI Marketing.

UNIT IV: PROJECT PREPARATION AND APPRAISAL

Introduction, Project identification, Stages of selection, Project Feasibility study, Appraisal of Project: Financial appraisal, technical appraisal, and Economical appraisal by merchant bankers.

UNIT V: OTHER SERVICES BY MERCHANT BANKERS

Management of debt – Factoring and Forfeiting, Placement and Distribution of various securities, Corporate advisory services in Mergers and Acquisitions, Venture capital, Loan syndication, Leasing finance, investment advisory services, Credit rating, Joint Ventures.

Text Books:

1. M.Y.Khan, Financial Services, Tata McGraw-Hill, 12th Edition.
2. Nalini Prava Tripathy, Financial Services, PHI Learning.
3. H.R. Machiraju, Merchant Banking, New Age International (P) LTD, Publishers.

Reference Books :

1. Sri ram k., “Hand Book of Leasing”, Hire Purchase and Factoring”, ICFAI, Hyderabad.
2. L. Natarajan, Merchant Banking and Financial Services, Margham publication.
3. S. Gurusamy, Merchant Banking and Financial Services, Star Books publication, Trivandrum
4. NISM, “Merchant Banking”, Taxmann publication.

Websites:

1. www.sebi.gov.in
2. www.rbi.com
3. www.mca.gov.in



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Syllabus

| Course Code | Course Name | Hours per Week | | | Total |
|----------------|------------------------------|----------------|----------|----------|----------|
| | | L | T | P | Credits |
| MS5EF15 | Financial Derivatives | 3 | 0 | 0 | 3 |

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, Types of traders in derivatives markets -Hedgers, Speculators and Arbitraders, Derivatives market in India, Basic Derivatives terminology.

Unit II – Future Market

Features of Forward Contract, Classification of Forward Contracts, mechanics of forward market, Mechanics of future market, Future Contract and Future Trading, 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. Forward contract Vs Future contract

Unit III – Options

Concept of Options – Types of options, Option Positions, Payoffs from Options, Options on Stock Indices, Currencies and Future Contracts, Put Call Parity, Determinants of options pricing. Option Pricing Models: The Binomial Model, The Black – Scholars Merton Model.

Unit IV– Trading strategies involving options

Principal protected notes, Spreads, Bull-Bear, Box spreads, Butterfly Spread, Calendar and Diagonal Spread, Combinations-Straddles, Strip and Straps, strangles.

Unit V – Swaps

Meaning and features of swaps, Basic Swap Structure, Types of Financial Swaps, Mechanics of Interest rate swap, Valuation of Interest Rate Swaps and Currency Swap.

Case Studies: The cases of each unit are supplemented in the T L P. Text

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 Mcgraw Hill
- David Dubofsky, Option an Financial Futures – Valuation and uses, McGraw Hill
- Keith Redhead, Financial derivative – An introduction to futures, forwards, options and swap, PHI



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Syllabus

| Course Code | Course Name | Hours per Week | | | Total |
|-------------|-----------------------|----------------|---|---|---------|
| | | L | T | P | Credits |
| MS5EF07 | International Finance | 3 | 0 | 0 | 3 |

Prerequisites: Nil

Co-requisites: Nil

Curriculum:

Unit I : Overview of International Finance

Meaning and benefits , evolution – Exchange rate regimes, motivation for International Finance , understanding of various financial crisis and there reasons

Unit II : International Monetary System and Sources of International Finance

Need for the system, various international financial institutions (like ADB) Commercial Papers, International Bonds, LIBOR, Euro Bonds, Equity Finance, Process of Issue of GDRs and ADRs, International Bank Transaction Cycle

Unit III: Foreign Exchange Market

Factors influencing exchange rates, foreign exchange rate quotation – direct and indirect and arbitrage, Spot Market and Forward Market – forward premium and discount, Bid-Ask Spread

Unit IV: Theories of Exchange Rates

Purchasing Power Parity, Interest Rate Parity, Asset Market Models of Exchange Rate Determination, Short Term Theories of Exchange Rate Determination

Unit V: Management of MNC's and Exposure Management

Foreign Direct Investment, drivers of MNCs, entry options to MNC, Management of Economic Exposure, Management of Transaction Exposure, Management of Translation Exposure

Text Books:

1. PG Apte, International Financial Management 5e, Tata Macgraw Hill
2. Siddaiah, International Financial Management, 1st Edition, Pearson Education
3. "International Financial Management", Alan Shapiro, John Wiley & Sons Inc

Reference Books:

1. Global Finance, Eng, Lee, Maur, Addison Wesley Ltd.
2. Global Corporate Finance, Keith Pilbeam
3. Shapiro, Multinational Financial Management, , Wiley India
4. Buckley, A, International Capital Budgeting, Tata McGraw Hill.
5. V. Sharan, International Financial Management, Prentice-Hall

Websites:

1. <https://www.adb.org/>
2. <https://www.wto.org/>
3. www.imf.org/



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Syllabus

| Course Code | Course Name | Hours per Week | | | Total |
|-------------|--|----------------|---|---|---------|
| | | L | T | P | Credits |
| MS5EF14 | Security Analysis & Portfolio Management | 3 | 0 | 0 | 3 |

Unit-I: Introduction to Investment:

Meaning, nature & objectives, Investments Vs. Speculation & Gambling, Investment Process, Investment Environment, Investment avenues: Marketable & Non marketable financial assets.

Case Study related to Investment and Gambling.

Unit-II: Analysis of Risk & Return:

Meaning and Elements of Risk & Return, Measurements of Risk & Return, Relationship between risk and return. Fundamental Analysis: Economy analysis, industry analysis and company analysis, weaknesses of fundamental analysis.

Unit-III: Technical Analysis:

Meaning, Tools of technical analysis, Technical Analysis vs. Fundamental Analysis. Dow Jones Theory, Elliot wave theory, Efficient Market Theory: Meaning, Forms of Market Efficiency, Efficient Market Hypothesis vs. Fundamental & Technical Analysis, Types of Charts, Technical Trading Rules and Indicators.

Unit-IV: Portfolio Management:

Meaning, Concept of portfolio and process of portfolio management, Types of Portfolio Risks, Diversification of Risks, Selection of Optimal Portfolio. Markowitz Portfolio Selection Model: Efficient set of portfolios, Capital Asset Pricing Model (CAPM): Meaning, Assumptions & Limitations of CAPM (Theory only), Sharpe-The Single Index Model: Measuring security risk & return, Measuring Portfolio Risk & Return.

Unit-V: Portfolio Revision and Evaluation:

Portfolio Revision: Meaning and need of Portfolio Revision, Constraints in Portfolio Revision, Revision Strategies, Portfolio Evaluation: Meaning and need of Portfolio Evaluation- Sharpe, Treynor's and Jensen's alpha.

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. Robert A. Hanger: Modern Investment Theory, New Delhi, Prentice Hall of India (P) 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.



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Syllabus

| Course Code | Course Name | Hours per Week | | | Total |
|-------------|--------------------|----------------|---|---|---------|
| | | L | T | P | Credits |
| MS5EF16 | Financial Services | 3 | 0 | 0 | 3 |

Course Contents:

Unit- I:

Fund Based and Fee Based Services: Financial Services: Concepts, Nature, Scope, Institutions Providing Financial Services. Types of Financial Services, All Fund Based and Fee based Services with suitable examples Introduction and Type of Non-Banking Financial Services. **Non-Banking Financial (Non - Deposit Accepting or Holding) Companies Prudential Norms (Reserve Bank) Directions.**

Kew Words- Financial Services- Fund Based & Fee Based. Non-Banking Financial Services.

Unit- II:

Leasing: Leasing and Hire Purchase: Meaning and Types of Leasing, Leasing and Hire Purchase: Types of Leasing, Evaluation of Lease or Buy Decision in Leasing (Numerical to be solved), Tax aspects of Leasing, Advantages and disadvantages of Leasing. Numerical to be solved).

Kew Words -Leasing, Lessor, Lessee, Finance Lease, Operating Lease, Leveraged Lease, Lease Rentals, BEP, NPV.

Unit- III:

Hire Purchase: Meaning of Hire Purchase, Evaluation of Hire Purchase, Decision, Tax Aspect of Hire Purchase (Numerical to be solved). Advantages of Hire Purchase. Comparative Study of Hire Purchase and Leasing (Numerical to be solved).

Key Words -Hire Purchase, Hirer, Hire- Vendor, Hypothecation, Consumer Credit.

Unit- IV:

Factoring and Forfeiting: Factoring and Forfeiting: Meaning, Types of Factoring, Mechanism of Factoring and Forfeiting, Advantages and Disadvantages of Factoring, Forfeiting and Bill Discounting Evaluation of Factoring, Numerical Problems and Solutions. (Numerical to be solved) / (Theory).

Key Words -Factoring, Recourse, Non-Recourse, Bill Discounting, Forfeiting Export Factoring.

Unit- V:

Venture Capital & Credit Rating Services: Genesis, Objectives/ benefits of Venture capital funds. Features, Characteristics and Advantages of Venture capital, Stages of Venture capital financing- Early and Later in Detail. Different Exit styles of Venture capital companies.

Credit Rating Services: Credit Rating Agencies in India- CRISIL ICRA, CARE. Credit Rating Process. Mandatory Provisions for Credit Rating, Credit Rating Methodology, and Benefits of Credit Rating.

Key Words -Venture capital, seed Capital, first round, developmental capital, replacement capital, turn around, buyout Credit Rating, Bench-Mark, Moody's Investor Service, S&P, CRICIL, ICRA, CARE.

Text Books:

1. Shashi K. Gupta, **Financial Services**, Kalyani Publication, 4th revised Edition, 2020
2. M.Y. Khan, **Financial Services**, Tata Mc Graw Hill, 7th Edition 2017.
3. Vasant Desai, **Financial Market and Financial Services**, Himalaya Publishing House, IInd Ed., 2022
4. S.Gurusamy, **Financial Services**, Mc Graw Hill, 4th Edition 2020.
5. Punithavathy Pandian, **Financial Services and Market**, Vikas Publication, 2021
6. Bharati V. Pathak, **The Indian Financial System: Markets, Institutions and Services**, Pearson Education, 2021.

Reference Books:

1. Siddaiah, **Financial Services**, Pearson Education, 2019.
2. K. G. Karmakar, **Microfinance in India**, SAGE Publications India Pvt. Ltd, 2021.



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Syllabus

| Course Code | Course Name | Hours per Week | | | Total |
|-------------|------------------------------|----------------|---|---|---------|
| | | L | T | P | Credits |
| 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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Syllabus

| Course Code | Course Name | Hours per Week | | | Total |
|-------------|---------------------------------------|----------------|---|---|---------|
| | | L | T | P | Credits |
| 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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Syllabus

| Course Code | Course Name | Hours per Week | | | Total |
|-------------|------------------------------|----------------|---|---|---------|
| | | L | T | P | Credits |
| 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



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Syllabus

| Course Code | Course Name | Hours per Week | | | Total |
|-------------|-------------------|----------------|---|---|---------|
| | | L | T | P | Credits |
| MS5EM09 | Service Marketing | 3 | 0 | 0 | 3 |

Prerequisites: Nil

Co-requisites: Nil

Curriculum:

Unit I Introduction to Services marketing:

Emergence of service economy, Nature and definition of services, Categories of service mix, Characteristics of services and their marketing implications, Classification of services; Growth of service sector – Contributory factors, challenges and opportunities in service marketing.

Unit II Services Marketing Mix:

Services product strategies, Service Life Cycle; Pricing Strategies – Objectives for setting prices, Ethical concerns of pricing policies; Distribution strategies – Service delivery in cyberspace, challenges in distribution of services; Designing the marketing communications mix for services, Branding of services; Planning the service environment – Mary Jo Bitner servicescapes model; Managing people for service advantage, Employee and customer role in service delivery.

Unit III Service Delivery Process:

Designing and managing service processes; Internal, external and interactive marketing strategies; Blueprinting services to create valued experiences; Understanding capacity constraints and demand patterns, strategies for matching capacity and demand, waiting line strategies.

Unit IV Managing Service Quality and Productivity:

Service quality measurement, Integrating service quality and productivity strategies; Definition of service quality (SERVQUAL), GAP model of service quality (Parasuraman – Zeithaml), SERVPERF Model, Gronroos Model for Service Quality; Defining, measuring and improving service productivity.

Unit V Organizing for Service Leadership and Application of Service Marketing:

Creating a leading service organization; Marketing of financial, hospitality services including travels, hotels and tourism; health, education and other professional services; Marketing for non-profit and NGOs; Customer Relationship Management Systems, Customer Feedback and Service Recovery; Internationalization of services.

Text Books:

1. Lovelock, Christopher H.: Services Marketing, Pearson Education, New Delhi
2. V.A. Zeithaml and M.J Bitner.: Services Marketing Tata McGraw Hill, New Delhi
3. Hoffman and Bateson: Services Marketing, Cengage Learning, New Delhi

Reference Books:

1. E.Clow Kenneth and L.Kurtz David :Services Marketing, Wiley India, New Delhi
2. Christian Gronroos: Service Management and Marketing, Wiley India, New Delhi
3. Govind Apte : Services Marketing, Oxford University Press
4. H.V Verma.:Services Marketing: Text and Cases, Pearson Education, New Delhi
5. K. Rama Mohana Rao:Services Marketing, Pearson Education, New Delhi

Website:

1. www.nptel.ac.in/courses/110105038/



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SYLLABUS

| Course Code | Course Name | Hours per Week | | | Total |
|-------------|--------------------------------|----------------|---|---|---------|
| | | L | T | P | Credits |
| MS5EM10 | Business to Business Marketing | 3 | 0 | 0 | 3 |

Curriculum:

Unit I: Introduction

Introduction to B2B Marketing, Nature and scope of B2B Marketing, Differences between B2B & Consumer Marketing, Nature of Demand in Business Markets.

Unit-II:

Organizational Buying Process: Dimensions of Organizational Buying - Organizational Buying Behaviour, Types of B2B markets, Vendor selection and development, Business Marketing Environment, Types of Customers, Types of buying situations.

Unit- III:

Assessing Marketing Opportunities: Business Marketing Intelligence - Segmenting the Organizational Market - Organizational Demand Analysis: Measuring Market Potential and Sales Forecasting.

Unit –IV:

Business Marketing Strategy: Business Marketing Planning: Strategic Perspective - Managing the Business Product Line - Business Marketing Channels - B2B Product Decisions, New Product Development, Business Pricing Function – Advertising, Sales Promotion and Personal Selling Function

Unit-V:

Customer Relationship Management: Managing your customer service/sales profile - Choosing your CRM strategy - Tools for capturing customer information - Managing Relationships through conflict.

Text Books

1. Biemans, W.G., Business to Business Marketing: A Value driven approach, McGraw-Hill Education, 2010.
2. Dwyer, Business Marketing, 4th Edition McGraw-Hill, , 2008.
3. Ghosh, P.K., Industrial Marketing, Oxford University Press, 2005.

Reference Books

1. Vitale, R., Business to Business Marketing, Pearson, 2011.
 2. Krishna Havaladar, 'Business Marketing: text and Cases' 3rd Edition Tata McGraw Hill, 2010.
 3. Michael D.Hutt, Thomas W.Speh, 'Business Marketing Management', Cengage Learning, 2012.
- One case study of each unit is supplemented in TLP



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Syllabus

| Course Code | Course Name | Hours per Week | | | Total |
|-------------|-------------------------|----------------|---|---|---------|
| | | L | T | P | Credits |
| MS5EM08 | International Marketing | 3 | 0 | 0 | 3 |

Prerequisites: Nil

Co-requisites: Nil

Curriculum:

Unit I – Importance and challenges of International Marketing

Definition of International Marketing, basis of international trade, theories of international Trade, Absolute advantage, comparative advantage and factor endowment theory, difference between domestic, international, multinational, global, GLOCAL markets, EPRG framework.

Unit II – Scanning of International Environment

Social, political consideration and governmental influences, cultural dynamics, economic development and geographical conditions, competitive conditions, legal and financial influences, International marketing research.

Unit III – Factors affecting International Trade

Methods of entry – Export, Franchise, joint venture, direct investment, multinational operations, types of regional agreements, role of IMF and WTO in International Trade, EXIM policy 2015-2020 salient features, export documentation and procedures and institutional support for export promotion in India.

Unit IV – International Product and Pricing Strategies

Strategic consideration in making multinational product decisions, alternative strategic in multinational product planning, methodology in making multinational product decisions, Price escalation, International transfer pricing, pricing strategy, factors influencing the establishment of international prices, export pricing, differential pricing.

Unit V – International Distribution and Promotional Strategies

International Marketing channel decisions, Importance and scope of channel decisions, channels between nation, international physical distribution decisions, nature of physical distribution, the systems concept, trade

terms, structure of international physical distribution. Perspectives of International advertising, Standardization vs. Localization, Global media decisions, global advertising regulation, and Industry self-regulation.

Text Books :

1. B Bhattacharya,. Export Marketing : Strategies for Success, New Delhi, Global Business Press.
2. R M Joshi, “International Business”Oxford, New Delhi
3. Keegan, Warren. Global Marketing Management. Englewood Cliffs, New Jersey, Prentice Hall Inc.

Reference Books

1. Onkvisit, Sak and Shaw, J.J. International Marketing: Analysis and Strategy: New Delhi, Prentice Hall of India.
2. Terpstra, Vern and Sarthy, R. International Marketing. Orlando, Dryden Press.
3. Walter, I and Murphy, T. Handbook of International Business, New York, John Wiley.
4. Vasudeva P.K., International Marketing, Excel Books, New Delhi.
5. Panda Tapan, Marketing in the New Global Order, Excel Books, New Delhi.



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Syllabus

| Course Code | Course Name | Hours per Week | | | Total |
|-------------|---|----------------|---|---|---------|
| | | L | T | P | Credits |
| MS5EH03 | Industrial Relations 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.



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| Course Code | Course Name | Hours per Week | | | Total |
|-------------|--------------------------|----------------|---|---|---------|
| | | L | T | P | Credits |
| MS5EH02 | 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.

Reference Books

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



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Syllabus

| Course Code | Course Name | Hours per Week | | | Total |
|-------------|-------------------|----------------|---|---|---------|
| | | L | T | P | Credits |
| MS5EH07 | International HRM | 3 | 0 | 0 | 3 |

Prerequisites: Nil

Co- requisites: Nil

Curriculum:

Unit 1: Introduction of IHRM

Meaning & Scope of IHRM, Comparison of Domestic HRM & IHRM, Future of IHRM, HRM Practices in different countries, HR Challenges at International Level.

Unit II: International staffing and Training & Development:

Staffing of multinationals, Recent Trends in International staffing, Training & Development, Training Strategies, Expatriate Training, and Emerging Trends in Training for competitive advantage.

Unit III: Performance Management in global context

Variables influence performance of expatriate, Steps in the global PMS, Issues in managing performance in the global context, assessing subsidiary performance, Challenges of International performance management.

Unit IV: International Compensation Management

Compensation objectives, Theories of compensation, Compensation strategy, components of compensation, variables influencing compensation, Compensation packages, Compensation Administration, Issues in international compensation.

Unit V: Repatriation

Concept and meaning of repatriation, Repatriation process, Challenges of repatriation, Benefits from returnees, Managing repatriation, Tips for successful repatriation.

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

Texts Books:

1. K Aswathappa & Sadhna Dash “International Human Resource Management”, McGraw Hill Education.
2. Edwards Tony, Chris rees “International Human Resource Management”, Pearson.

3. Mutsuddi Indrani “Managing Human Resources in the Global Context”, New age international publishers.

Reference Books:

1. Harzing Anne-Wil & Ruysseveldt J.V “International HRM”, SAGE Publication
2. Jackson Terence “International HRM : A cross cultural Approach” SAGE Publication
3. Aswathappa K “International HRM- Text & Cases”, Tata McGraw Hill Publication
4. P.Subbarao “International Human Resource Management”, Himalaya Publishing House

Websites:

1. www.eduoncloud.com
2. <https://www.studynama.com>
3. <http://gurukpo.com>



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Syllabus

| Course Code | Course Name | Hours per Week | | | Total |
|-------------|------------------------|----------------|---|---|---------|
| | | L | T | P | Credits |
| MS5EH01 | 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



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Syllabus

| Course Code | Course Name | Hours per Week | | | Total |
|-------------|-------------|----------------|---|---|---------|
| | | L | T | P | Credits |
| MS5EH08 | HRD Audit | 3 | 0 | 0 | 3 |

Prerequisites: Nil

Co- requisites: Nil

Curriculum:

Unit I: HRD Audit

Meaning and Concept, Need for HRD Audit, Designing HRD Audit Process, Parameters to be Audited, Preventive and Corrective Actions, Role in Business Improvement, HRD and HR Audit, Methodology and Limitations.

UNIT II: HRD styles and culture

OCTAPACE Culture, Importance of Top Management Styles in Building Culture, Auditing the HRD Culture, Auditing the Style of Top Management, Current Structures and Structural Alternatives.

Unit III: HRD Competencies

Competencies Needed, Challenges, Professionalism in HR, Myths and Realities of HRD, Auditing HRD Competencies, HRD Audit instruments, individual interviews, Group interviews, Observation, Human Resource Audit Questionnaire.

Unit IV: Audit and HR Scorecard

Introduction, How to Approach a Human Resource Scorecard, Understanding the Reason for Implementing the Human Resource Scorecard, Maintaining Human Resource Scorecard Framework, Measuring Human Resource Effectiveness – Human Resource Scorecard Design, Balanced Scorecard.

Unit V: Areas for HR Audit

Audit of HR Planning, Audit of HR Development, Audit of Training, Audit of Industrial Relations, Audit of Managerial Compliance, Audit of HR Climate, Audit of Corporate Strategies, Workplace Policies and Practices.

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

Text Books:

1. T. V. Rao, HRD Audit: Evaluating the Human Resource Function for Business Improvement, 2nd Edition, Sage publication Ltd.
2. Sibram Nisonko, HR Audit: Audit Your Most Precious Resources, Kindle Edition.
3. Arun Sekhri, Human Resource Planning and Audit, 1st Edition.

Reference Books:

1. T. V. Rao, HRD Score Card 2500: Based on HRD Audit, Sage publication Ltd.
2. T. V. Rao, Future of HRD, Macmillian Ltd.
3. R. S. Kalpan and D.P. Norton, The Balanced Score Card, Boston, MA: Harvard Business School Press.

Websites:

1. <http://www.hrdaudit.org>
2. <http://nptel.ac.in/courses/109105121/36>
3. <http://mhrd.gov.in>



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| Course Code | Course Name | Hours per Week | | | Total |
|-------------|-------------------------|----------------|---|---|---------|
| | | L | T | P | Credits |
| 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 Micro Level .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
Compensation & Reward Management, B.D. Singh, Excel Books,



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| Syllabus | | | | | |
|----------------|---------------------|----------|----------|-----------|-----------|
| Course Code | Course Name | L | T | P | Credit |
| MS5PC06 | Dissertation | 0 | 0 | 28 | 14 |

Course Objective:

- To develop students' ability to apply their business knowledge and skills to address a business problem.
- The dissertation provides students with the opportunity to apply the understanding, knowledge, personal skills, analytical and conceptual tools gained from the taught courses to an in-depth study of a specific strategic problem or situation in an organisational setting.
- It consolidates the learning, knowledge and skills in developing the capability of the student to undertake and complete an academic dissertation. It can thus be seen as the culmination of the entire programme.

Learning Outcomes:

Students who successfully complete this module will be able to:

- Negotiate and re-define, if necessary, the purpose and scope of a research project;
- Undertake systematic search and review of relevant published theoretical and research-based literature relating to the research project;
- Identify, critically evaluate and adopt research methods and intervention strategies that are appropriate and relevant to a specific task or to a research problem;
- Demonstrate autonomy, creativity, and responsibility for managing professional practices;
- Identify ethical issues/problems in business organizations and reach decisions within ethical framework;
- Schedule and prepare detailed plans; while analysing the data and relate those findings to the existing state of knowledge of the area studied;
- Write a complete, well-structured and clearly argued academic dissertation dealing with the purpose and rationale of the study; the state of existing knowledge; choice of methodology and use an appropriate research design; the findings and ways in which they add to knowledge; and the implications of those conclusions.

The Course

This course is intended for MBA students to create a Master's dissertation project on their respective area of specialisations. In the IV semester of MBA, students will work with their dissertation guide under the supervision of committee to make any necessary revisions to the dissertation proposal and produce the first draft of the dissertation. Students will work one-on-one with their dissertation Guide to identify times that they will meet and create a plan for communication throughout the process of completing the Master's Dissertation.

Course Focus

The Master's Dissertation is the culminating assessment in earning the degree of Master of Business Administration in Medi Caps University. As such, it should be treated as a serious and academically rigorous component of the program. Each project is unique to the student completing it, and thus there is flexibility in scheduling, approach, and style that is up to the discretion of the dissertation advisor. The dissertation component of the Master of Business Administration in Medi Caps University is meant to demonstrate advanced study and inquiry into a particular facet of business administration and allied areas in relation to the experiences of candidates in the program. The dissertation is a work of original scholarship, designed with guidance from a dissertation advisor and dissertation committee.

Dissertation Committee

The HOD will assign a dissertation guide to each student. Working with their guide, candidates can elect to add a second advisor from the department faculty or from a member of the community who has demonstrated expertise in the subject matter or who has considerable relevant practitioner experience. All committee appointments are subject to review and approval by the Master's Dissertation coordinator and HOD.

Dissertation Proposal (Synopsis)

The Synopsis should explain the purpose of the study or inquiry, including the following sections:

1. Introduction
2. Review of Relevant Research
3. Research Methodology

Dissertation proposals should be roughly 2,000 words, excluding references. Guidelines for specific requirements of each section of the proposal will be assigned by the dissertation guide. The dissertation committee will review the proposal and submit requests for revisions to the candidate as necessary.

Dissertation Draft

The proposal should explain the purpose of the study or inquiry, including the following sections:

1. Introduction
2. Review of Relevant Research
3. Research Methodology
4. Result Analysis & Discussion
5. Findings of the Study
6. Recommendation & Conclusion
7. Scope & Implications of Study
8. Limitations of Study
9. References
10. Appendices- (Research paper publications, questionnaire, tables and graphs etc.)

Dissertation draft should be roughly 40-50 pages, excluding references. Guidelines for specific requirements of each section of the proposal will be assigned by the dissertation guide.

Dissertation Formatting

Length:

Double-spaced typed pages, size 12 Times New Roman font, with 1-inch margins on all sides.

Citations:

All proposals must use APA formatting. If you have any questions, consult the APA manual.

Grammar/Spelling/Punctuation:

Be sure to proofread your proposal and strive to avoid any grammar, spelling, and punctuation errors.

Evaluation of Student Performance

Student performance will be evaluated based on the components listed below. Each element is required in order to receive any credit for the course. (One cannot, for example, skip the dissertation proposal and still pass with a 70% in the course. This caveat includes any and all required revisions to the dissertation following the

dissertation proposal.) The final judgment about each of these areas is made by the guide in consultation with the dissertation coordinator and/or other committee members.

| S. No | Particulars | Credit |
|-------|---|-----------|
| 1 | Synopsis Submission on Time | 1 |
| 2 | Active Participation, Quality and timeliness of Progress Report Submission | 1 |
| 3 | Guidelines of Dissertation (Assessment of dissertation as per guidelines mentioned in ' Dissertation Draft '). | 2 |
| 4 | Internal Assessment of Dissertation (through PPT presentation) in the presence of Research Panel | 2 |
| 5 | Two Research Paper Publication | 1 |
| 6 | External Viva and Presentation | 7 |
| 7 | Total | 14 |

Grading Scale:

- A
 - achievement that is outstanding relative to the level necessary to meet course requirements.
- B
 - achievement that is above the level necessary to meet course requirements.
- C
 - achievement that meets the minimum course requirements in every respect.
- D
 - achievement that is worthy of credit even though it fails to meet fully the course requirements.

Dissertation Marking Scheme-

| |
|--|
| Max Practical External Marks: 300 |
| Min Practical External Marks: 90 |
| Max Practical Internal Marks: 200 |
| Min Practical Internal Marks: 60 |
| Total Max Marks: 500 |
| Total Min Marks: 150 |
| Total Credits:14 |

Course Policies

Participation: Students are required to schedule and attend meetings with their guide (number of meetings by advisor), respond to inquiries and requests by advisors, committee members, and dissertation coordinator (including timely response to all correspondence over email), and attend all core events related to the dissertation (e.g., workshops).

In recognition of the fact that illness and emergencies occur, students are allowed *one absence* from scheduled meetings/events without it impacting their grade. After the *second absence*, the participation score will drop to half. After the *third absence*, a student will receive a zero for the participation score. *Four absences will result in an automatic failure of the course.* In the event of exceptional circumstances, a student who has had four absences in a single course can request a hearing with the program faculty to consider granting a waiver of this policy. If you are absent, it is your responsibility to notify the instructor as soon as you know and make a plan for a new meeting time.

Automatic Failing Grade: If a student misses *4 or more* meetings, they will automatically receive an F for the semester. See above for examples of excusable absences and requirements for completing missed course work.

Students who do not submit a dissertation proposal or first draft will automatically receive an F for the semester.

Tardiness: Please arrive to meetings on time. Tardiness will result in a loss of participation credit.

Late assignments: You are expected to hand in all assignments on time. Failure to do so will affect your grade at your advisor's discretion.

Honor Code

All submitted components of the dissertation must be your own work and completed in accordance with the given format. Students are expected to be familiar with the requirements of the Code and to conduct themselves accordingly in all classroom matters. Plagiarism is the use of someone else's information or ideas without proper citation. If you have questions about the correct use or citation of materials, please consult with your advisor. Papers with evidence of plagiarism (**more than 10%**) will be referred to the Research Council for further action.

