

MANAGEMENT EDUCATION & RESEARCH INSTITUTE

MASTERS OF BUSINESS ADMINISTRATION

SEMESTER IV

MS 204: BUSINESS INTELLIGENCE AND APPLICATIONS

COURSE OUTLINE

OBJECTIVE: This course is intended to expose the students to the latest tools of Business Intelligence and applying those tools for effective decision-making.

Methodology

The pedagogy will be lectures, assignments

Evaluation

Besides the semester end examination, the students shall be continuously assessed during the semester on the following basis:

Mid Term Examination	15 Marks
Internal Assessment	10 Marks
End Semester Examinations	75 Marks
Total	<u>100 Marks</u>

Number of Theory Hours per week : 4 hrs

Topic wise Schedule		
Topic	Book and Chapter	No.Of Sessions
Unit-I Business Intelligence and Business Decisions: Decision Support Systems; Group Decision Support and Groupware Technologies, Expert Systems.	Decision Support and Business Intelligence Systems By EfrianTurban Ramesh sharda and Dursun Delen Ch-3& 10	8
Unit-II SQL Server and Data Warehousing: - Introduction, Features, System Databases Creating Databases and Tables Data Manipulation Language. Constraints OLTP & OLAP, Data Marts, Data Warehousing, Data Warehouse Architecture.	PL/SQL By Ivan Bayross Ch-1,7,8 Data WareHouse By Paul Raj Pooniah Ch-1,2,15	10
Unit III Data Mining and Knowledge Discovery: Data Mining Techniques, Applications of Data Mining.	Han & Kamber Ch-7, 8,10(10.1to 10.4)	10
Unit IV Knowledge Management: Knowledge Assets, Knowledge Generation, Knowledge Storage, Knowledge Utilization, Knowledge Management Technologies.	Decision Support and Business Intelligence Systems By EfrianTurban Ramesh sharda and Dursun Delen Ch-11 &12	8
Total		36

Text Books

1. Efraim Turban, E. Aronson (2008). Decision Support Systems and Intelligent Systems. Eighth Edition, Pearson Education.
2. Sam Anahory, Dennis Murray (2005). Data Warehousing in the Real World. Pearson.

Reference Books

1. Anu Singh Lather, Anil K Saini and Sanjay Dhingra Ed. (2010), Knowledge Management, Macmillan.
2. Paulraj Ponniah (2003). Data Warehousing fundamentals. John Wiley.

3. Fernandez, Irma Becerra (2008). Knowledge Management, first edition, Pearson.
4. Panda, Tapan K (2008). Knowledge Management, First edition, Excel Book

**MANAGEMENT EDUCATION & RESEARCH INSTITUTE
MASTER OF BUSINESS ADMINISTRATION**

SEMESTER IV

MS-206 : STRATEGIC MANAGEMENT

COURSE OUTLINE

COURSE OBJECTIVE

Objectives: *To develop an understanding of the Strategic Management process in a dynamic and comp  titive global environnment.*

Pedagogy

Lectures assisted by Case Studies, Presentations & Discussions.

Each session shall involve discussion among students with practical examples and supplements from the faculty member.

EVALUATION

(a)	Case Study Participation/Project Presentation	:	10 marks
(b)	Mid Term Test	:	10 marks
(c)	Internal Assessment	:	5 marks
(d)	End term Exams	:	75 marks
	Total	:	100 marks

TEACHING PLAN

Detailed Course Outline	References	Sessions
<p>UNIT 1</p> <p><i>Nature of Strategic Management: Concept of Strategy; Vision Mission, Goals and Objectives; External Environmental Analysis; Analyzing Companies Resource in Competitive Position; Mintzberg's 5Ps of Strategy; Strategic Management Process, Corporate Governance</i></p>	<p>Strategic Management and Business Policy Azhar Kazmi Third Edition Tata Mc Graw –Hill Publications</p> <p>Chapter 1 & 2</p>	<p>10</p>

<p>UNIT II</p> <p><i>Strategy Formulation: External Environmental Analysis; Analyzing Companies Resource in Competitive Position- Concept of Stretch, Leverage and Fit; Strategic Analysis and Choice, Porter's Five Forces Model, Concept of Value Chain, Grand Strategies; Porter's Generic Strategies; Strategies for Competing in Global Markets.</i></p>	<p>Strategic Management and Business Policy Azhar Kazmi Third Edition Tata Mc Graw –Hill Publications</p> <p>Chapter 3,4,8 &9</p>	<p>10</p>
<p>UNIT III</p> <p><i>Corporate-Level Strategies: Diversification Strategies: Creating Corporate Value and the Issue of Relatedness, Vertical Integration: Coordinating the Value Chain, The Growth of the Firm: Internal Development, Mergers & Acquisitions, and Strategic Alliances Restructuring Strategies: Reducing the Scope of the Firm.</i></p>	<p>Strategic Management and Business Policy Azhar Kazmi Third Edition Tata Mc Graw –Hill Publications</p> <p>Chapter 5,6&7</p>	<p>10</p>

<p>UNIT IV</p> <p><i>Strategy Implementation and Evaluation : Structural Considerations and Organizational Design; Leadership and Corporate Culture; Strategy Evaluation: Importance and Nature of Strategic Evaluation; Strategic and Operational Control, Need for Balanced Scorecard.</i></p>	<p>Strategic Management and Business Policy Azhar Kazmi Third Edition Tata Mc Graw –Hill Publications</p> <p>Chapter 10,11,12,13 & 14</p>	<p>12</p>
<p>Complete Overview of Syllabus</p>		<p>2</p>
<p>Total</p>		<p>44</p>

Text Books:

Strategic Management and Business Policy Azhar Kazmi Third Edition Tata Mc Graw –Hill Publications

Reference Book:

1. Thomas L. Wheelen, J. David Hunger (2010). Strategic Management and Business Policy, Pearson/Prentice Hall.
2. Arthur, A, Thomson and Strickland, A. J. (2002). Strategic Management – Concept and Cases. Tata McGraw Hill, New Delhi.
- 3 Kark Rajneesh (2008). *Competing with the Best: Strategic Management of Indian Companies in a Globalizing Arena* Penguin Books.
- 4 Hitt Michael A., Ireland R.D. and Robert E Hoskisson. Strategic Management: Competitiveness & Globalization, Concepts and Cases, Addison Wesley.
- 45 Fred David (2008) Strategic Management : Concepts and Cases , 12th Edition Prentice hall of India

MANAGEMENT EDUCATION & RESEARCH INSTITUTE

MASTERS OF BUSINESS ADMINISTRATION

SEMESTER IV

MS - 208 – Corporate Social Responsibility, Human Values & Ethics

OBJECTIVE:

The objective of this course is to develop an understanding and appreciation of the importance of value system, ethical conduct in business and role and responsibilities of corporate in social systems. It aims at applying the moral values and ethics to the real challenges of the organizations.

METHODOLOGY:

The Course Objective will be achieved through Theoretical Discussions, Case Analysis, Presentations, Quizzes and Mid Term Test.

EVALUATION SCHEME:

EVALUATION

(e)	Mid Term Test	:	15 marks
(f)	Internal Assessment	:	10 marks
(g)	University Exams	:	75 marks
	Total	:	100 marks

=====

TEACHING PLAN

DETAILED COURSE OUTLINE	REFERENCES	SESSI ONS
UNIT 1 Introduction to Business Ethics Values – Concepts, Types & Formation of Values Values of Indian Managers	TEXT BOOK: <u>Business Ethics CSV</u> <u>Murthy Ch 1&2</u> CSR ,CASES AND	5

<p>Relevance of Ethics & Values in Business</p> <p>Cases 1 and Cases2</p>	<p>CONCEPTS ,CV BAXI AND AJIT PRASAD</p>	
<p>UNIT 2 Managing Ethical Dilemmas at Work: The Corporation and External Stakeholders, Corporate Governance: From the Boardroom to the Marketplace, Corporate Responsibilities towards Consumer Stakeholders and the Environment; The Corporation and Internal Stakeholders; Values-Based Moral Leadership, Culture, Strategy and Self-Regulation; Spiritual Leadership for Business Transformation. Organizational Excellence and Employee Wellbeing through Human Values. **Case studies of ITC AND Google will be addressed to students.</p>	<p><u>TEXT BOOK:</u> <u>Business Ethics CSV</u> <u>Murthy</u> <u>Ch 3&4</u></p>	<p>10</p>
<p>UNIT 3 Corporate Social Responsibility: A Historical Perspective from Industrial Revolution to Social Activism; Moral Arguments for Corporate Social Responsibility, Development of Corporate Conscience as the Moral Principle of Corporate Social Responsibility, Corporate Social Responsibility of Business, Employees, Consumers and Community. Corporate Governance and Code of Corporate Governance, Consumerism, Current CSR Practices of the Firms in India and Abroad. Challenges of Environment: Principles of Environmental Ethics, Environmental Challenges as Business Opportunity, Affirmative Action as a form of Social Justice. Cases :6 and 7 **HBR Article case study Volume 9,issue 3 will be taken as assignment</p>	<p><u>TEXT BOOK:</u> <u>Business Ethics CSV</u> <u>Murthy</u> <u>Ch 10,11,12</u></p> <p>CSR ,CASES AND CONCEPTS ,CV BAXI AND AJIT PRASAD</p>	<p>10</p>
<p>UNIT 4 Issues in Moral conduct of Business and CSR: Failure of Corporate Governance, Social Audit, Unethical Issues in Sales, Marketing, Advertising and Technology: Internet Crime and Punishment, Intellectual Property Rights, Corruption in Business and Administration. BS / ISO Guideline on CSR Management (ISO-26000). Cases 17 and 18</p>	<p><u>TEXT BOOK</u> <u>Business Ethics CSV</u> <u>Murthy</u> <u>Ch 6,7,8</u> CSR ,CASES AND CONCEPTS ,CV</p>	<p>8</p>

	BAXI AND AJIT PRASAD	
TOTAL NO. OF SESSIONS		33

TEXT BOOK:

- Corporate Social Responsibility ,concept and cases,CV Baxi and Ajit Prasad
- Business Ethis by CSV Murthy ,Himalaya Publishing House

SUPPLEMENTARY READINGS:

- Organizational Psycology by Edgar Schien
- Case Study Discussions: Journal Human Capital and HBR
- Weiss, Joseph W (2009). Business Ethics: Concepts & Cases, Cengage Learning.
- Colin Fisher and Alan Lovell (2009). Business ethics
-

**MANAGEMENT EDUCATION & RESEARCH INSTITUTE
MASTER OF BUSINESS ADMINISTRATION**

**SEMESTER IV
MS 210 - PROJECT MANAGEMENT**

COURSE OUTLINE

COURSE OBJECTIVE

Objectives: Projects are non-recurring activities requiring a different set of skill for planning as compared to regular and operative activities. The course is aimed at developing understanding of project activities and relevant skills.

Pedagogy

Lectures assisted by Case Studies, Presentations & Discussions.

Prior reading of suggested course material for each session happens to be a prerequisite for each participant. Since the reading material will be quite exhaustive, barring exceptions, the role of faculty member is restricted to that of a facilitator or a moderator. Each session shall involve discussion among participants with practical examples and supplements from the faculty member.

EVALUATION

(h)	Case Study Participation/Project Presentation	:	10 marks
(i)	Mid Term Test	:	10 marks
(j)	Internal Assessment	:	5 marks
(k)	End term Exams	:	75 marks
	Total	:	100 marks

TEACHING PLAN

Detailed Course Outline	References	Sessions
-------------------------	------------	----------

<p>UNIT 1</p> <p>Project Identification Analysis: Concept of Project, Search for Business Idea, Project Identification, Project Planning Formulation and Analysis, Project Screening and Presentation of Projects for Decision Making; Socio-economic Consideration in Project Formulation; Social Infrastructure Projects for Sustainable Development; Investment Opportunities.</p>	<p>Chandra P. (2009) Projects (7th Edition)</p> <p>Chapter 3</p>	<p>10</p>
<p>UNIT II</p> <p>Market and Technical Analysis: Market and Demand Analysis – Market Survey, Demand Forecasting, Uncertainties in Demand Forecasting; Technical Analysis- Product Mix, Plant Capacity, Materials and Inputs, Machinery and Equipment.</p> <p>Project Costing and Finance: Cost of project; Cost of production; Break Even Analysis; Means of Financing Project; Tax Aspects in Project Finance; Role of Financial Institution in Project Finance.</p>	<p>Chandra P. (2009) Projects (7th Edition)</p> <p>Chapter 4 Chapter 5</p> <p>Chapter 6</p>	<p>10</p>
<p>UNIT III</p> <p>Project Appraisal: Time Value of Money; Project Appraisal Techniques – Payback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Benefit Cost Ratio; Social CostBenefit Analysis; Effective Rate of Return.</p> <p>Risk Analysis: Measures of Risk; Sensitivity Analysis; Stimulation Analysis; Decision Tree Analysis.</p>	<p>Chandra P. (2009) Projects (7th Edition)</p> <p>Chapter 7 Chapter 8 Chapter 14</p> <p>Chapter 11</p>	

<p>UNIT IV</p> <p>Project Scheduling/Network Techniques in Project Management: CPM and PERT Analysis; Float Times; Crashing of Activities; Contraction of Network for Cost Optimization, Updating; Cost Analysis of Resources Allocation.</p> <p>Multiple Projects: Project Dependence; Capital Rationing; Ranking Methods of Projects; Mathematical Programming Approach; Linear Programming Model; Post Project Evaluation.</p>	<p>Chandra P. (2009) Projects (7th Edition)</p> <p>Chapter 22</p> <p>Chapter 15</p>	<p>12</p>
<p>Complete Overview of Syllabus</p>		<p>2</p>
<p>Total</p>		<p>44</p>

Text Books:

1. Chandra. P.(2009). Projects, (7th Edition). Tata McGraw Hill.

Reference Book:

1. Panneerselvam. R. and Senthilkumar. P. "Project Management". PHI Learning Pvt. Ltd.
2. Sharma. J. K.(2007). Operations Research: Theory and Applications, 3rd Edition, Macmillan India Ltd.
3. Choudhury, S, (2007). Project Management, 1st Edition, Tata Mc Graw Hill Publishing Company.
4. Bhavesh, M. Patel (2009). Project Management: Strategic

**MANAGEMENT EDUCATION & RESEARCH INSTITUTE
MASTER OF BUSINESS ADMINISTRATION**

SEMESTER IV

MS 212 – RETAIL MANAGEMENT

COURSE OUTLINE

COURSE OBJECTIVES

This course is aimed at providing students with a comprehensive understanding of the theoretical and applied aspects of retail management.

METHODOLOGY

- (1) The pedagogy will be lectures, discussions, case studies, assignments and role-plays.
- (2) Audio-Visual aids will be used during the course.

EVALUATION SCHEME:

EVALUATION

(l)	Mid Term Test	:	15 marks
(m)	Internal Assessment	:	10 marks
(n)	University Exams	:	75 marks
	Total	:	100 marks

TEACHING PLAN

Detailed Course Outline	References	No.of Sessions
UNIT I----- ♦ Introduction to Retailing: Definition, Scope and Importance of Retailing	Chapter- 1 RM- Berman evans	2
; Retail Formats. • Theories of Retail Development	Chapter- 4,5,6 RM- Berman evans	5
♦ Global and Indian Retail Scenario; Information Gathering in Retail	Chapter- 8 RM- Berman evans	3
UNIT II----- •; Retail Market Strategy, Financial Strategy	Chapter- 3 RM- Berman evans	3
Retail Location, Franchising Decisions, Retail	Chapter- 8	4

Information system,	RM- Berman evans	
◆ Customer Service, Customer Relationship Management, GAPs Model	Chapter- 9,10 RM- Berman evans	3
UNIT III----- ◆ Merchandise Management Process, Sales forecasting, Merchandise Budget, Assortment Plan, Inventory Management, Merchandise Buying	Chapter- 14,15,16 RM- Berman evans	7
• Retail Pricing, Retail Communication-Objectives, • Promotion Mix	Chapter- 17,18,19 RM- Berman evans	5
. UNIT IV ----- ◆ Store Management & other issues:Store Layout, Design & Visual Merchandising, Atmospherics ◆ Responsibilities of a Store Manger, ◆ Inventory Shrinkage, Retail HRM Online Retailing ◆ International Retailing, Legal & Ethical Issues inRetailing.	Chapter- 12,13 RM- Berman evans Chapter- 11 RM- Berman evans Chapter- 2 RM- Berman evans	4 3 3

Text Books

1. Levy M., Weitz B.A and Pandit A. (2008), Retailing Management, 6th Edition, Tata McGraw Hill.
2. Berman B. Evans J. R. (2007), Retail Management, 10th Edition, Pearson Education.

Reference Books

1. Pradhan S. (2009), Retailing Management – Text and cases, 3rd Edition, Tata McGraw Hill, New Delhi
2. Vedamani, Gibson G. (2008) Retail Management: Functional Principles and Practices, 3rd Edition, Jaico Books, New Delhi.
3. Easterling, R. C., Flottman, E.L., Jernigan, M. H. and Wuest, B.E.S. (2008) Merchandise Mathematics for Retailing, 4th Edition, Pearson Education, New Delhi.
4. Sinha P.K., Uniyal D.P., (2007) Managing Retailing, 1st Edition, Oxford University Press

**MANAGEMENT EDUCATION & RESEARCH INSTITUTE
MASTER OF BUSINESS ADMINISTRATION**

SEMESTER IV

MS 214- Advertising & Brand Management

COURSE OUTLINE

COURSE OBJECTIVES

This course is aimed at providing students with a comprehensive understanding of the theoretical and applied aspects of Advertising & Brand management.

METHODOLOGY

(3) The pedagogy will be lectures, discussions, case studies, assignments and role-plays.

(4) Audio-Visual aids will be used during the course.

EVALUATION SCHEME:

EVALUATION

(o) Mid Term Test	:	15 marks
(p) Internal Assessment	:	10 marks
(q) University Exams	:	75 marks
Total	:	100 marks

TEACHING PLAN

Detailed Course Outline	References	No.of Sessions
UNIT I <i>Role of Integrated Marketing Communication; Process of Marketing Communication; Definition and Strategy and Planning, Creative Strategy Development and Implementation</i>	Chapter- 1 <i>Belch, G. E. & Belch,</i>	2
<i>Scope of Advertising Management; Determination of Target Audience, Advertising and Consumer Behavior; Setting Advertising Objectives, DAGMAR; Determining Advertising Budgets; Advertising</i>	Chapter- 4,5,6 <i>Belch, G. E. & Belch,</i>	5
<i>Strategy and Planning, Creative Strategy Development and Implementation</i>	Chapter- 8 <i>Belch, G. E. & Belch,</i>	3

<p>UNIT II</p> <p>Media Planning: Setting Media Objectives; Developing Media Strategies</p>	<p>Chapter- 3 Belch, G. E. & Belch,</p>	<p>3</p>
<p>Evaluation of Different Media and Media Selection; Media Buying; Measuring Advertising Effectiveness</p>	<p>Chapter- 8 RM- Berman evans</p>	<p>4</p>
<p>Advertising; Social, Ethical and Legal Aspect of Advertising</p>	<p>Chapter- 9,10 Belch, G. E. & Belch,</p>	<p>3</p>
<p>UNIT III</p> <p>Brand-concept: Nature and Importance of Brand; Types of brands , Strategic Brand Management Process; Brand Identity perspectives , Brand identity prism, Identity levels, Concepts and Measures of Brand Equity, Brand Assets and liabilities, Aaker Model of Brand Equity, Designing marketing programs to build brand Equity, customer based brand equity ,Brand Loyalty, Measures of Loyalty;, Branding strategies – product ,line , range and umbrella branding , Brand Personality: Definition, Measures and, Formulation of Brand</p>	<p>Chapter- 14,15,16 Keller K. L.</p>	<p>7</p>
<p>Personality; Brand Image dimensions, Stages of Concept Management for functional ,symbolic</p>	<p>Chapter- 17,18,19 Keller K. L.</p>	<p>5</p>

<p>. UNIT IV</p> <p><i>Brand Positioning: Concepts and Definitions, 3 Cs of positioning ,Brand positioning and differentiation strategies, Repositioning, Celebrity Endorsements, Brand Extension; Managing brands over time, Brand reinforcement , brand revitalization, managing global brands ,Branding in different sectors</i></p>	<p>Chapter-12,13 Keller K. L.</p>	<p>4</p> <p>3</p> <p>3</p>
--	---------------------------------------	----------------------------

Text Books

Wells W., Burnet J. and Moriarty S. (2007). Advertising: Principles & Practice, 7th Edition, Pearson Education.

2. Keller K. L. (2008), Strategic Brand Management, 3rd Edition, Pearson Education Reference Books

1. O'Quinn,T. and Allen, C. (2009), Advertising Management with Integrated Brand Promotion, 1st Edition, Cengage Learning, New Delhi.

2. Shah, Kruti and D'Souza, Alan (2009) Advertising and Promotions" An IMC Perspective, 1st Edition, Tata McGraw Hill , New Delhi

3. Aaker, David (2002), Managing Brand Equity, Prentice Hall of India.

4. Belch, G. E. & Belch, M. A. (2001). Advertising and Promotion, Tata McGraw Hill

**MANAGEMENT EDUCATION & RESEARCH INSTITUTE
MASTER OF BUSINESS ADMINISTRATION**

SEMESTER IV

MS-220- STRATEGIC FINANCIAL MANAGEMENT

COURSE OUTLINE

COURSE OBJECTIVE

The objective of this course is to develop skills which are useful for understanding and dealing effectively with finance in organization.

METHODOLOGY

- (a) The pedagogy will be Lectures, Case Study, Discussions and Presentations.

EVALUATION

Besides the Semester end- examination, the students will be continuously assessed during the course on the following basis:

(a)	End Term Exams	: 75 marks
(a)	Written Assignments/ Case Analysis/ Presentation	: 15 marks
(b)	Mid Term Test	: 10 marks
	Total	: 100 marks

Contd...2...

- 2 -

TEACHING PLAN:

Detailed Course Outline	References	Sessions
-------------------------	------------	----------

<p>UNIT I: Financial Policy & Strategic Management:</p> <ul style="list-style-type: none"> • Strategic Financial Management-Concept • Financial Strategy , Financial policy & Strategic planning process • Portfolio Tools (Mean -Variance analysis , Arbitrage pricing theory, Factor models etc.) 	<p><u>Text</u></p> <p>Rajni Sofat & Preeti Hiro</p> <p>Chap1</p> <p>Chap 4</p> <p>Chap 5-9</p> <p><u>Supp</u></p> <p>Investment Management</p> <p>V.K. Bhalla</p> <p>Chap 23-27</p>	<p>2</p> <p>2</p> <p>4</p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p>
<p>UNIT II</p> <p>Capital Budgeting Decisions:</p> <ul style="list-style-type: none"> • Impact of Taxation, Depreciation , inflation & Working Capital on Capital budgeting decisions • Approaches to Capital Budgeting • Social Cost benefit analysis & Leasing decisions • Dividend Theories & Policies 	<p><u>Text</u></p> <p>Rajni Sofat & Preeti Hiro</p> <p>Chap 10-12</p> <p><u>Supp</u></p> <p>Financial Management</p> <p>IM Pandey</p> <p>Chap8-12</p>	<p>2</p> <p>3</p> <p>3</p> <p>2</p> <p></p> <p></p> <p></p>

<p>UNIT III</p> <p>Financial analysis & planning:</p> <ul style="list-style-type: none"> • Financial Models • Forecasting financial statements & Cross sectional Analysis • Control, Governance & Financial Architecture • Corporate valuation & Value Based Management 	<p><u>Text</u></p> <p>Rajni Sofat & Preeti Hiro</p> <p>Chap 14</p> <p>Chap 15& 16</p> <p>Chap 19</p> <p>Chap 17 & 18</p>	<p>2</p> <p>3</p> <p>2</p> <p>3</p>
<p>UNIT IV</p> <p>Expansion & Financial Restructuring:</p> <ul style="list-style-type: none"> • Mergers & Amalgamations- Corporate Restructuring • Buy back of shares, Leveraged buyouts • Merger- Benefits, costs. Reasons etc. • Determination of Swap Ratios • Corporate & Distress Restructuring 	<p><u>Text</u></p> <p>Rajni Sofat & Preeti Hiro</p> <p>Chap 20 & 21</p> <p>Chap 22-25</p> <p>Chap 26</p>	<p>2</p> <p>2</p> <p>2</p> <p>2</p> <p>2</p>
<p>TOTAL NO. OF SESSIONS</p>		<p>34</p>

Text Book

- *Rajni Sofat & Preeti Hiro, Strategic Financial Management , PHI Learning Pvt. Ltd. , Second Edition.*
- V.K.Bhalla, Investment Management, S.Chand & Company Ltd., Fourteenth edition 2008
- I.M Pandey, Financial Management, Vikas Publishing House Pvt Ltd , 11th edition

**MANAGEMENT EDUCATION & RESEARCH INSTITUTE
MASTERS IN BUSINESS ADMINISTRATION**

SEMESTER IV

**MS 222 - Mergers, Acquisitions and Corporate Restructuring
COURSE OUTLINE**

COURSE OBJECTIVE

This course is intended to prepare students to take advantage of current scenario and understand how Mergers, Acquisitions and Corporate Restructuring are implemented. Liberalized economy have generated many opportunities of combining business to create wealth.

METHODOLOGY

The pedagogy will include lectures, Case Studies and presentation.

EVALUATION

Besides the Semester end- examination, the students will be continuously assessed during the course on the following basis

- (a) Presentation/Assignment/Project marks : 10
- (b) Mid Term Test : 15 marks

(c)	End Term Exams	:	75 marks
	Total	:	100 marks

Detailed Course Outline	References	No. of Sessions
UNIT 1 INTRODUCTION TO MERGERS <ul style="list-style-type: none"> Types of mergers, merger strategy growth, synergy, operating synergy, financial synergy, diversification, other economic motives, Hybris hypothesis of Takeovers, other motives, tax motives financial evaluation, joint venture, strategic alliance. 	Prasad G Godbole, Patrick Ch – 1-5, 13&presentation	3 4 3 10
UNIT 2 LEGAL ASPECTS OF MERGERS/AMALGAMATION ACQUISITIONS <ul style="list-style-type: none"> Provisions of Companies Act, Regulations of SEBI, Company, Takeovers code: Scheme of Amalgamation, Approval from Court Valuation of a Business 	Prasad G Godbole, Patrick Ch – 7,8,9&presentation	3 3 2 2 10
UNIT 3 METHODS OF VALUATION		

<ul style="list-style-type: none"> • Cash flow basis, earning potential basis, growth rate, market price, computation of impact on EPS and Market Price, • Determination of exchange ratio, impact of variation in growth of firms, MBO, LBO, • boot strapping, criteria for negotiating friendly takeovers, financing of Merger 	Prasad G Godbole, Patrick Ch-07 & Class notes	4 3 3 10
<p>UNIT 4 DEFENCE AGAINST HOSTILE TAKEOVERS</p> <ul style="list-style-type: none"> • Poisson pill, bear hug, greenmail, • Pacman, post-merger H.R • cultural issues, • recent cases of mergers and acquisitions. 	Prasad G Godbole, Patrick Ch – 5, 18, 19, 20, 21&cases	2 3 2 5 12
Total No. of Sessions		42

Text Book:-

1. Gaughan, Patrick A (2015) Mergers, Acquisitions and Corporate Restructuring, 8/e, Wiley India.s
2. J. Fred Weston, Mitchell, Mulherin and Salwan (2011), Takeovers, Restructuring and corporate governance, 4/e , Pearson Education.

SUGGESTED READINGS:

1. Prasad G Godbole (2013), Mergers, Acquisitions and Corporate Restructuring, 2/e, Vikas Publishing House.
2. Sundarsanam (2015), Creating values from Mergers and Acquisitions, 2/e, Pearson Education.

MANAGEMENT EDUCATION & RESEARCH INSTITUTE
MASTER IN BUSINESS MANAGEMENT
SEMESTER IV
230- Organizational Development

COURSE OUTLINE

COURSE OBJECTIVES

Organizational Change and transformation is a business necessity. OD helps to implement smooth change for business sustainability. This course aims at acquainting the students with a comprehensive view of essential organizational development concepts, theory and its techniques in a highly practical and understandable form. The Course attempts to impart clear understanding about methods of planned change, interventions strategy for organizational renewal and development.

For the organization to survive and remain effective with the changing environment, it must develop effective strategies for renewal. The course aims at acquainting the students with theory and practice of planned change, organizational renewal and development.

Pedagogy

Lectures assisted by Case Studies, Presentations & Discussions.

Corporate Portal Analysis of Home, Career, Media, People segment of prominent HR bodies and companies help to get insight on recent trends. Prior reading of articles, research papers from Forbes, HBR, People Matters, Human Capital, The ET, The Ascent etc. for each session is a prerequisite to reflect their (students) point of view and connect the basic theoretical teaching to practical domain. Faculty will be a facilitator or a moderator during discussion, role plays among participants. She will be quoting important contemporary examples and crux of the session to impart relevant lifelong practical learning along with fundamentals of subject.

Live Projects/Research, Article Review/Case studies/Assignments will be specified for preparation to

supplement learning. (After each unit 1 Assignments/Quiz etc)

EVALUATION

1) Total Internal Assessment		25 marks
Mid Term Test	:	10 marks
Article Review Case Study Participation and Presentation	:	5 marks
Live Projects/ Role Play	:	5 marks
Internal Assessment	:	5 marks
2) University External Exams		75 marks
Total		100 marks

TEACHING PLAN

Detailed Course Outline	References	Sessions
--------------------------------	-------------------	-----------------

<p>UNIT 1</p> <p>Introduction to Organizational Development: Definition, Nature and Characteristics of Organization Development, (Ch 2 OD – French & Bell PHI)</p> <p>OD as a Profession and evolving field of Practice</p> <p>Managing the Organization Development Process,(CH 7 Org Change & Interventions Strategies Manish Kumar Nidhi Singh Galgotia Pub)</p> <p>Organizational change Theories and Models, Action Research, Organizational Change Process</p> <p>Values, Ethics and Assumptions of OD,</p> <p>(CH 5 Org Change & Interventions Strategies Manish Kumar Nidhi Singh Galgotia Pub) OR (Ch 2 OD-V.G Konalkar –New Age International Publishers) (Ch 2 OD – French & Bell PHI)</p> <p>Role and Competencies of the OD practitioner.</p> <ul style="list-style-type: none"> • Leadership Strategy for VUCA World • Tata Turmoil • Live Project for 2 Months: <p>Take any sick unit; visit it; meet key persons; suggest suitable interventions to bring turnaround on the profit track. Diagnose problems, Overcome challenges, check feasibility, and sort out implementation hurdles. Prepare Report for Strategic Change and Development for that Organization.</p> <ul style="list-style-type: none"> • McKinsey,Nielsen insights on the Organizational Agility 	<p>Cummings, T.G. & Worley, C.G. (2009). Organizational Development and Change. Cengage Learning. Chapter 1 Chapter 2 Chapter 3</p>	<p style="text-align: center;">10</p>
---	---	--

<p>UNIT II</p> <p>The Diagnostic Process and Introduction to OD Interventions:</p> <p>Diagnosis at the Organization, Group and Individual Level, Data Collection Process, Diagnostic Methods, Challenges in Diagnosis, Diagnostic Information Feedback: Survey Feedback.</p> <p>Designing Interventions, The Intervention Process.</p> <p>Characteristics of Effective Interventions,</p> <p>Cases: Design appropriate Intervention for Effective Manpower Management, Team Building Exercises SHRM Study on Corporate Re- Orientations Deloitte Study</p>	<p>Cummings, T.G. & Worley, C.G. (2009). Organizational Development and Change. Cengage Learning. Chapter 5 Chapter 6 Chapter 7 Chapter 8 Chapter 9</p>	<p>10</p>
<p>UNIT III</p> <p>Organizational Development Interventions:</p> <p>Sensitivity Training,</p> <p>Process Consultation, Third-Party Interventions, Team Building,</p> <p>Organization Confrontation Meeting, Intergroup Relations Interventions, Large Group Interventions: Grid OD; System 4 Management; Role Playing, Employee Empowerment, Performance Management Systems, Employee Wellness Interventions, Career Planning, MBO</p> <p>Cases: Leveraging SMAC for Employee Engagement Glass Ceiling, Womenteering for Organizational Development</p>	<p>Cummings, T.G. & Worley, C.G. (2009). Organizational Development and Change. Cengage Learning. Chapter 14 Chapter 12 Chapter 13 Chapter 17 Chapter 19 Chapter 18 Chapter 16</p>	<p>10</p>

<p>Unit IV</p> <p>Techno Structural and Strategic Interventions:</p> <p>Restructuring Organizations, Job Enrichment,</p> <p>Sociotechnical Systems, TQM and Quality Circles, Culture Change, Self-Designing Organizations, Learning Organizations, OD practitioners as Agents of Social Change Future of OD in a VUCA World</p> <p>Action Learning of the Course Assignment in an Industry</p>	<p>Cummings, T.G. & Worley, C.G. (2009). Organizational Development and Change. Cengage Learning. Chapter 14 Chapter 15 Chapter 16 Chapter 21 Chapter 25</p>	<p>12</p>
<p>Complete Overview of Syllabus</p>		<p>2</p>
<p>Total</p>		<p>44</p>

Text Books

- 1.Cummings, T.G. & Worley, C.G. (2009). Organizational Development and Change. Cengage Learning.
2. French, W., Cecil, H. Bell & Jr. (2007). Organizational Development. Pearson

Reference Books

1. Brown, D.R. & Harvey, D. (2006). An Experiential Approach to Organization Development. Pearson Education.
2. Jones, G. R. (2008). Organizational Design and Change. Pearson Education.
3. Srivastava, B. (2009). Organizational Design and Development- Concepts and Applications. Biztantra
4. Edward.D.H. (2007). The Road to Organic Growth”, Tata McGraw Hill.

Management Magazines & Journals

1. Effective Executive by ICFAI press
2. Management Review
3. Harvard Business Review
4. Indian Management by AIMA
5. Human Capital
6. People Matters

7. Vikalpa
8. Vilakshan
9. Abhigyan
10. Abhivyakti
11. Business India
12. Business Today
13. Business World
14. Forbes India
15. Newspaper Reading Must

WEB SEARCH :

1. <http://www.bloomberg.in/>
2. <https://hbr.org/>
3. <http://forbesindia.com/>
4. http://www.mckinsey.com/global_locations/asia/india/en
5. <http://www.nielsen.com/in/en.html>
6. <http://www.digitalindia.gov.in/>
7. <http://meatel.nic.in/>
8. <https://www.edx.org/>
9. <https://www.aima.in/>
<http://www.assochem.org/>
10. <http://www.ficci.com/>
11. <http://commerce.nic.in/MOC/index.asp>
12. <http://www.shrm.org/pages/default.aspx>
<http://www.shrm.org/research/pages/default.aspx>
13. <http://www.nationalhrd.org/about-nhrdn/overview>
14. <https://www.peplematters.in/>
15. FreeWebinarHBRKellogB.School:http://online.krm.com/iebms/reg/reg_p1_form.aspx?ct=0011408&EventID=23177&oc=10&m=BN
16. <https://www.aima.in/conferences-events.html>
17. <http://mhrd.gov.in/>
18. http://www.ugc.ac.in/ugc_ic.aspx
19. <http://www.icssr.org/>
20. <http://www.humancapitalonline.com/>
21. <http://www.makeinindia.com/sectors>
22. <http://www.goldmansachs.com/>
23. <https://www.glassdoor.co.in/Reviews/index.htm>
24. <http://resumeservice.monsterindia.com/>
25. <http://content.monsterindia.com/research.html>
26. <http://resume.naukri.com/sample-resume-for-freshe>

27. <http://www.robinsharma.com/>

MANAGEMENT EDUCATION & RESEARCH INSTITUTE

**MASTER OF BUSINESS ADMINISTRATION
SEMESTER IV**

MS 232- TEAM BUILDING IN ORGANIZATIONS

OBJECTIVE

This course offers to teach students the importance of raising groups and turning them into passionate teams in organizations. It gives understanding of how individuals as team players must behave to sustain teams.

PEDAGOGY

The course will be conducted through lectures, case analysis and discussions and presentations.

EVALUATION SCHEME

Besides the semester-end examination, the student will be continuously assessed during the course, on the following basis:

a)	Written assignment/case analysis/ presentation	:	10 marks
b)	Mid Term Test	:	15 marks
c)	End Term Exams	:	75 marks
	TOTAL	 100 marks

TEACHING PLAN – TEAM BUILDING IN ORGANIZATIONS

<u>DETAILED COURSE OUTLINE</u>	References	lectures
<u>UNIT – 1</u> Workgroup Vs. Teams: Transforming Groups to Teams; Types of Teams; Stages of Team Building and its Behavioural Dynamics; Team Role; Interpersonal Processes; Goal Setting and Problem Solving.	Organizational Behaviour Robbins Stephen P., Judge Timothy A. and Sanghi Chapter 8 Group Dynamics and Team Building by RK Sahu Chapter 1,2	7
<u>UNIT – 2</u> Interpersonal Competence & Team Effectiveness: Team Effectiveness and Important Influences on Team Effectiveness. Role of Interpersonal Competence in Team Building; Measuring Interpersonal Competence FIRO-B. Context; Goals; Team Size; Team Member Roles and Diversity; Norms; Cohesiveness; Leadership, Measuring Team Effectiveness.	Organizational Behaviour Robbins Stephen P., Judge Timothy A. and Sanghi Chapter 9,10 Group Dynamics and Team Building by RK Sahu Chapter 6,7,8,9	10
<u>UNIT – 3</u> Communication and Creativity: Communication Process; Communication Effectiveness & Feedback; Fostering Team Creativity; Delphi Technique; Nominal Group Technique; Traditional Brain Storming; Electronic Brain Storming. Negative Brain Storming.	Organizational Behaviour Robbins Stephen P., Judge Timothy A. and Sanghi Chapter 10,11 Group Dynamics and Team Building by RK Sahu Chapter 10	7
<u>UNIT-4</u> Role of Leaders in Teams: Supporting Teams; Rewarding Team Players; Role Allocation; Resource Management for Teams; Selection of Team Players; Leaders as Facilitators, Mentors; Developing Collaboration in Teams: Functional and Dysfunctional Cooperation and Competition; Interventions to Build Collaboration in Organizations; Social Loafing, Synergy in Teams, Self-Managed Teams.	Organizational Behaviour Robbins Stephen P., Judge Timothy A. and Sanghi Chapter 11,12 Group Dynamics and Team Building by RK Sahu Chapter 14,15,16	5
<u>TOTAL –</u> Sessions		29

NOTE : Cases and Exercises will be announced and discussed in the class for each Unit.

TEXT BOOKS

- 1) Robbins Stephen P., Judge Timothy A. and Sanghi Seema **Organizational Behaviour** (2009), Pearson Prentice Hall, New Delhi.
- 2) RK Sahu ,**Group Dynamics and Team Building** ,First Edition(2010),Excel Books
- 3) Pareek, Udai. (2004). Understanding Organizational Behaviour. Oxford University Press.

REFERENCES :

- 1) Robbins Stephen P., Judge Timothy A. and Sanghi Seema **Organizational Behaviour** (2009), Pearson Prentice Hall, New Delhi.
- 2) McShane S.L. , Glinow M.A.V. , Sharma Radha R. ,**Organizational Behaviour** (3rd Edition, 2006) Tata McGraw Hill Publication Company Ltd. , New Delhi
- 3) Schermerhorn, J.R. , Hunt, J.G. , Osborn, R.N. **Organizational Behavior**

MANAGEMENT EDUCATION & RESEARCH INSTITUTE

MASTER OF BUSINESS ADMINISTRATION

SEMESTER IV

MS -242 Knowledge Management

COURSE OUTLINE

Course Objective:

Explain the key components, theories and models of knowledge management. Analyze and critique a range of applications of the concepts in organizational practices. Apply theory to organizations in order to identify and justify effective knowledge management strategies and activities. Communicate clearly and effectively incorporating varying formats and technologies. Design and develop knowledge based organization that promote, facilitate and exploit processes of knowledge management in order to have competitive edge. Critically identify the role of IP protection, knowledge audit and KM certification in today's scenario. Express your practice by understanding the ethical and legal implications in managing knowledge

Pedagogy

The pedagogy will be Lectures, Case Studies, Role-plays and Group Activities. Prior reading of suggested course material for each session happens to be a prerequisite for each participant (that includes the Faculty too) to meaningfully reflect his/her point of view. Since the reading material will be quite exhaustive, barring exceptions, the role of faculty member is restricted to that of a facilitator or a moderator. Each session shall involve discussion among participants with practical examples and supplements from the faculty member

EVALUATION

Besides the semester end- examination, the students will be continuously assessed during the course on the following basis:

(a)	Mid-term Exam	:	10 Marks
(b)	Assignment/Class Participation	:	10 Marks
(C)	Attendance	:	05 Marks
(d)	External University Exam	:	75 marks
	Total	:	100 marks

<i>Course Contents</i>	<i>Reference</i>	<i>Number of Sessions</i>
Unit I Introduction : Overview of Knowledge Management: Data, Information and Knowledge; History of Knowledge Management, Demystifying and Importance of Knowledge Management, Information Management Vs Knowledge Management; Knowledge Management's Value Proposition, Users Vs Knowledge Workers, Role of Consultant in Knowledge Management	Awad ME and Ghaziri, M.H. (2008). Knowledge Management, Pearson Education Chapter 1, 3 & 15	10
<u>UNIT-2</u> Strategic Dimensions of KM: Knowledge Management Strategies, Strategic Drivers, Impact of Business Strategy on Knowledge Strategy, Porter's Five forces Model, Resource Strategy Model, Strategic Advantage, Knowledge Maps, Strategic Knowledge Resources, Balanced Scorecard and Knowledge Strategy	Awad ME and Ghaziri, M.H. (2008). Knowledge Management, Pearson Education Chapter 8, 10	10
<u>UNIT-3</u> Knowledge Management System: Knowledge Management Processes; Knowledge Management Systems: Types of Knowledge Systems, Knowledge Management Architecture, Knowledge Management System Implementation, Knowledge Discovery in Database; Knowledge Management Infrastructure; Knowledge Management System Life Cycle (KMSLC), SDLC Vs KMSLC; Challenges and Barriers to Knowledge Management Systems, Drivers of Knowledge Management System	Awad ME and Ghaziri, M.H. (2008). Knowledge Management, Pearson Education Chapter 4 & 5	12

<p><u>UNIT-4</u></p> <p>Tools & Techniques in KM: Knowledge Management Mechanisms & Technologies, Role of IT in KM, Knowledge Portals and Knowledge Management Tools, Communities and Collaborations, Intelligent Techniques in Building KMS, Data Mining in KM; Scope, Cost Efficiency and Reliability of Technologies to Support Knowledge work; Measurement Systems for KM, Knowledge Audit, Knowledge Divestiture, IP Protection, KM Certifications; Practices of Knowledge Management in Modern Global Organizations</p>	<p>Awad ME and Ghaziri, M.H. (2008). Knowledge Management, Pearson Education</p> <p>Chapter 8, 10, 11 and 12</p>	<p>10</p>
--	--	------------------

TOTAL SESSIONS

42

(4-5 sessions are required for class presentation)

Text Book:

1. Natarajan G and Shekhar S (2010). Knowledge Management: Enabling Business, Tata McGraw Hill.
2. Fernandez A.C. (2009). Knowledge Management, 1st edition, Pearson Education.

Reference Books:

1. Anu Singh Lather, Anil K Saini and Sanjay Dhingra Ed. (2010), Knowledge Management, Macmillan.
2. Warier, Sudhir (2009). Knowledge Management, Third Reprint, Vikas Pub. House.
3. Awad ME and Ghaziri, M.H. (2008). Knowledge Management, Pearson Education.
4. Key Issues in the New Knowledge Management, Joseph M. Firestone, Ph. D. and Mark W. McElroy(2003), KMCI (Knowledge Management Consortium International) and Butterworth Hienemann

**MANAGEMENT EDUCATION & RESEARCH INSTITUTE
MASTERS OF BUSINESS ADMINISTRATION**

SEMESTER IV

MS-246 – SUPPLY CHAIN MANAGEMENT IN IB

COURSE OBJECTIVE

The basic objective of this course is to familiarize the students with the concept and its management by understanding the various tools and techniques that are used in managing, analyzing the principles and practices of international distribution and logistics.

PEDAGOGY

Prior reading of suggested course material for each session happens to be a prerequisite for each participant (that includes the Faculty too) to meaningfully reflect his/her point of view. Since the reading material will be quite exhaustive, barring exceptions, the role of faculty member is restricted to that of a facilitator or a moderator. Each session shall involve discussion among participants with practical examples and supplements from the faculty member.

EVALUATION

(a)	Case Study Participation/Project Presentation / assignment	:	10 Marks
(b)	Mid Term Examination	:	10 Marks
(c)	Class Attendance	:	05 Marks
(d)	University Exams	:	75 Marks
	Total	:	100 Marks

Session-wise Teaching-Learning Plan:

S.No.	Topic	References	No. of Sessions
1.	Unit I Supply Chain Management <ul style="list-style-type: none"> • Concepts, Issues in Supply Chain Management; Demand Volatility and information distortion • Managing networks and relationships; Sourcing Internationally, • International Distribution Management: Types of Intermediaries, • Channel Objectives and Constraints • Channel Selection and Management, Global Retailing, • International Channel Innovation. • Case study 	Ch 1 & 2 Levi, Kaminsky, Levi and Shankar, Designing and managing in SCM	02 hours 01 hour 01 hours 01 hour 01 hour 01 hour 01 hour
2.	Unit II Logistics Framework <ul style="list-style-type: none"> • Concept, Objective and Scope • Customer service Order receiving and use of IT in customer service index • Transportation, Warehousing • Inventory Management Packing and Unitization • Control and Communication, • Role of Information Technology in Logistics and Logistics service firms and third party logistics. • Case study 	Ch 7, 8 & 9 Ch 4, 6, Levi, Kaminsky, Levi and Shankar, Designing and managing in SCM	02 hours 02 hours 02 hours 01 hour 01 hour 01 hour 01 hour
3.	Unit III Role of IT in Logistics <ul style="list-style-type: none"> • Logistics service forms and third party logistics, 4PL, 7PL & 9PL. • Global Logistics Network Configuration and IT for management for logistics, IT and SEM, EDI, Trade-offs Associated with each approach, Mapping the different approaches • Capacity expansion issues; Information Management for global Logistics • Quick response and efficient customer response (QR/ECR), The global LIS/LITS: capabilities and limitations • Characteristics of logistics information and telecommunications systems. 	Ch 10 Ch 7&8 Mendil, Supply chain logistics management	02 hours 03 hours 01 hour 03 hours 01 hour

4.	Unit IV Global supply chain management <ul style="list-style-type: none"> • Status of GSCM • Decision tools for GSCM • Global supply chain strategy • Performance measurement and evaluation in global logistics, • Key activities of global SCM, organizational structure for global logistics excellence • The evolving role of ASIAN countries in GSCM. • Case Study 	Ch 11& 13 Ch 10&11 David and Cooper, 2016, Supply chain logistics management	01 hour 01 hour 01 hour 01 hour 02 hours 02 hours 02 hours
Total Number of Sessions			42

Reference

David and Cooper, 2016, Supply chain logistics management
Levi, Kaminsky, Levi and Shankar, 2018, Designing and managing in SCM
Levy and Garewal, 2017, Marketing management