



**Syllabus of  
MBA**

---

**Name of School:** School of Business

**Department:** Management

**Year:** 2019-2020

**GALGOTIAS UNIVERSITY, SCHOOL OF BUSINESS  
MASTER OF BUSINESS ADMINISTRATION  
PROGRAM STRUCTURE 2019-22**

Employability
Entrepreneurship
Skill Development

SEMESTER I						SEMESTER II					
Course Code	Course Title	L	T	P	C	Course Code	Course Title	L	T	P	C
MBDS5001	Marketing Management	3	0	0	3	MBDS 5013	Corporate Finance	3	0	0	3
MBDS 5004	Managerial Economics	3	0	0	3	MBDS5030	Operations Research	2	0	0	2
MBDS 5025	Organizational Behavior	3	0	0	3	MBDS 5015	Human Resource Management	3	0	0	3
MBDS 5006	Financial Accounting and Reporting	3	0	0	3	MBDS 5027	Business Research Methodology	2	0	0	2
MBDS 5029	Legal Aspects of Business	3	0	0	3	MBDS5034	Management Accounting and Decision Making	2	0	0	2
MBDS5028	Business Statistics for Decision Making	2	0	0	2	MBDS5031	Introduction to ERP and MIS	3	0	0	3
MBDS5017	Introduction to Business Analytics	2	0	0	2	MBDS5032	Operations and Supply Chain Management	3	0	0	3
MBDS 5021	Computer Application for Business	3	0	0	3	MBDS5033	Organization Design and Dynamics	3	0	0	3

MBDS 5022	Business Ethics and CSR	2	0	0	2	MBDS 6004	Entrepreneurship	2	0	0	2
SLMB 5002	Business Communication	2	0	0	2	SLMB5005	Personal Branding	0	0	2	1

	<b>Total Credits</b>				<b>26</b>		<b>Total Credits</b>				<b>24</b>
--	----------------------	--	--	--	-----------	--	----------------------	--	--	--	-----------

SEMESTER III						SEMESTER IV					
Course Code	Course Title	L	T	P	C	Course Code	Course Title	L	T	P	C
MBDS6020	Summer Internship Report Management	0	0	0	3		Elective -1 (Major)	3	0	0	3
MBDS 6007	Project Management	3	0	0	3		Elective- 2 (Major)	3	0	0	3
MBDS6003	Strategic Management	3	0	0	3		Elective- 3(Major)	3	0	0	3
SLMB6021	Personality Developmet	0	0	2	1		Elective- 4(Major)	3	0	0	3
	Elective -1 (Major)	3	0	0	3		Elective – 5 (Minor)	3	0	0	3
	Elective- 2 (Major)	3	0	0	3		Elective – 6 (Minor)	3	0	0	3
	Elective -3 (Major)	3	0	0	3		Elective – 7 (Minor)	3	0	0	3
	Elective – 4 (Major)	3	0	0	3						
	Elective – 5 (Major)	3	0	0	3						
	Elective – 6 (Minor)	3	0	0	3						
	Elective – 7 (Minor)	3	0	0	3						
	<b>Total Credits</b>				<b>31</b>		<b>Total Credits</b>				<b>21</b>

	Total Credits	Structure	Credits
Semester I	26	Core Courses	57
Semester II	24	Elective Courses	42
Semester III	31	Summer Internship	3
Semester IV	21	Total	102
<b>Total</b>	<b>102</b>		

**Note: MOOC courses would be offered in all the semester for any course on the basis of availability in the portal during the Semester duration.**

### MBA PROGRAM - ELECTIVE COURSES

SEMESTER III						SEMESTER IV					
Course Code	Course Title	L	T	P	C	Course Code	Course Title	L	T	P	C
<b>HR ELECTIVES</b>											
MBHR 6013	Competency Mapping and Assessment	3	0	0	3	MBHR 6005	Leadership and Team Building	3	0	0	3
MBHR 6002	Compensation and Reward Management	3	0	0	3	MBHR 6006	Organizational Change and Development	3	0	0	3
MBHR 6004	Industrial Relations and Labour Laws	3	0	0	3	MBHR 6007	Negotiation and Counselling Skills	3	0	0	3
MBHR 6010	Learning and Development	3	0	0	3	MBHR 6008	Cross Cultural Management	3	0	0	3
MBHR 6011	HRP, Recruitment and Selection	3	0	0	3	MBHR 6009	Talent Management	3	0	0	3

MBHR 6012	HR Metrics and Analytics	3	0	0	3	MBHR 6014	Performance Management Systems	3	0	0	3
<b>MARKETING ELECTIVES</b>											
MBMK 6005	Product and Brand Management	3	0	0	3	MBMK 6001	Sales and Distribution Management	3	0	0	3
MBMK 6003	Retail Management	3	0	0	3	MBMK 6006	International Marketing	3	0	0	3
MBMK 6004	Integrated Marketing Communication	3	0	0	3	MBMK 6007	B2B Marketing	3	0	0	3
MBMK 6011	Services Marketing	3	0	0	3	MBMK 6008	Consumer Behaviour	3	0	0	3
MBMK 6013	Digital and Social Media Marketing	3	0	0	3	MBMK 6009	Rural Marketing	3	0	0	3
MBMK 6002	Marketing Research	3	0	0	3	MBMK 6012	Bottom of the Pyramid Marketing	3	0	0	3
<b>FINANCE ELECTIVES</b>											
MBFI 6011	Financial Markets and Services	3	0	0	3	MBFI 6015	Managing Banks and Financial Institutions	3	0	0	3
MBFI 6012	Investment Analysis and Portfolio Management	3	0	0	3	MBFI 6016	Mergers, Acquisitions, Corporate Restructuring and Valuation	3	0	0	3

MBFI 6019	Financial Risk Management	3	0	0	3	MBFI 6017	International Finance	3	0	0	3
MBFI 6013	Behavioural Finance	3	0	0	3	MBFI 6018	Project Appraisal and Finance	3	0	0	3
MBFI 6014	Wealth Management and Taxation	3	0	0	3						
<b>SYSTEM ELECTIVES</b>											
MBIT 6001	Relational Database Management System	3	0	0	3	MBIT 6005	Web Analytics	3	0	0	3
MBIT6002	Enterprise Resource Planning - SAP package	3	0	0	3	MBIT 6006	Application of Cloud in Management	3	0	0	3
MBBA 6004	Big Data Analytics	3	0	0	3	MBIT 6007	Software Project Management	3	0	0	3
MBIT 6008	Knowledge Management and Information System	3	0	0	3	MBIT 6009	Strategic Management of IT	3	0	0	3
MBBA 6006	Business Intelligence	3	0	0	3	MBIT 6003	E-Commerce	3	0	0	3
<b>INTERNATIONAL BUSINESS ELECTIVES</b>											
MBIB 6001	Global Business Strategy	3	0	0	3	MBIB 6006	International Labour Laws	3	0	0	3
MBIB 6002	International Economics	3	0	0	3	MBIB 6005	Global Outsourcing	3	0	0	3
MBIB 6003	Trade Documentati on and Procedures	3	0	0	3	MBFI 6017	International Finance	3	0	0	3
MBIB 6004	International Business Law	3	0	0	3	MBHR 6008	Cross Cultural Management	3	0	0	3
<b>OPERATIONS ELECTIVES</b>											

MBOP 6007	Supply Chain and Logistics Management	3	0	0	3	MBOP 6011	Operations Research Applications	3	0	0	3
MBOP 6008	Quality Toolkit for Managers	3	0	0	3	MBOP 6012	Operations Strategy	3	0	0	3
MBOP 6003	Material Management and Inventory Control	3	0	0	3	MBOP 6013	Sourcing Management	3	0	0	3
MBOP 6009	Management of Manufacturing Systems	3	0	0	3	MBOP 6014	Supply Chain Analytics	3	0	0	3
MBOP 6010	Sales and Operations Planning	3	0	0	3	MBOP 6015	Management of Services	3	0	0	3
<b>HOSPITAL and HEALTHCARE MANAGEMENT ELECTIVES</b>											
MBHC6007	Health Communication Planning And Management	3	0	0	3	MBHC 6010	PATIENT CARE SERVICES	3	0	0	3
MBHC6004	Hospital Hazards and Waste Management	3	0	0	3	MBHC 6014	MATERIALS MANAGEMENT IN HEALTH CARE	3	0	0	3
MBHC6006	Hospital Operations Management	3	0	0	3	MBHC 6017	HEALTH CARE MARKETING AND PUBLIC RELATIONS	3	0	0	3
MBHC6002	Quality Management in Healthcare	3	0	0	3	MBHC 6018	MEDICAL RECORDS MANAGEMENT	3	0	0	3
MBHC6003	Public Health Administration	3	0	0	3	MBHC 6011	HEALTH INSURANCE	3	0	0	3

MBHC 6013	MEDICAL TOUR OPERATION MANAGEMENT	3	0	0	3
--------------	--	---	---	---	---

**MEDIA MANAGEMENT ELECTIVES**

MBMM 6001	Print Industry I	3	0	0	3	MBM M 6004	Print Industry II	3	0	0	3
MBMM 6002	Public Relations and Corporate Communication I	3	0	0	3	MBM M 6005	Public Relations and Corporate Communication II	3	0	0	3
						MBM M 6003	Broadcast Industry	3	0	0	3

**BUSINESS ANALYTICS ELECTIVES**

MBBA 6006	Business Intelligence	3	0	0	3	MBBA 6010	Data Mining and Predictive Analysis	3	0	0	3
MBBA 6003	Advance Statistics and Econometrics	3	0	0	3	MBBA 6011	Business Analytics Using R	3	0	0	3
MBBA 6007	Decision Modelling with Spreadsheets	3	0	0	3	MBBA 6012	Data Visualization	3	0	0	3
MBBA 6008	Marketing Analytics	3	0	0	3	MBBA 6009	Analytics Capstone Project	0	0	6	3
MBBA 6004	Big Data Analytics	3	0	0	3						

**MICRO, SMALL AND MEDIUM ENTERPRISE MANAGEMENT**

MBSM 6001	Planning, Structuring, and	3	0	0	3	MBSM 6004	Marketing for SMEs	3	0	0	3
--------------	----------------------------------	---	---	---	---	--------------	-----------------------	---	---	---	---



	Financing SMEs										
MBSM 6002	Business Plan Preparation for SMEs	3	0	0	3	MBSM 6005	Finance and Accounting for SMEs	3	0	0	3
MBSM 6003	Venture Capital Financing	3	0	0	3	MBSM 6006	Design and Change in SMEs	3	0	0	3

**Master of Business Administration**  
**Detailed Syllabus**  
**2019-21**

## Master of Business Administration Detailed Syllabus 2019-21

<b>Name of The Course</b>	Marketing Management			
<b>Course Code</b>	MBDS 5001			
<b>Prerequisite</b>	Basic of Marketing			
<b>Corequisite</b>	None			
<b>Antirequisite</b>	None			
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	3	0	0	3

### Course Objectives:

To familiarize students with theories, concepts, contexts and practical application of Marketing in real life business environment

To develop an understanding of Marketing as central and strategic function in a firm's business strategy

To be familiar with the techniques and tools to create differentiation in the offerings of a firm and managing a product along its lifecycle, branding, packaging and positioning

To be Comfortable in designing pricing, distribution and promotional strategies

### Course Outcomes:

<b>CO1</b>	CO1: Describe the basics of marketing, the nuances of marketing planning and apply marketing planning process.
<b>CO2</b>	CO2: Analyse the business environmental factors to know how it affects a firm and apply the concepts of marketing research.
<b>CO3</b>	CO3: Assess the need and importance of consumer and business buying behaviour.
<b>CO4</b>	CO4: Apply market segmentation, targeting and positioning concept and design Marketing Mix strategies.
<b>CO5</b>	CO5: Examine the concept of emerging trends and contemporary issues in marketing and apply them for their decision making.

### Text Book:

- Charles W. Lamb: MKTG-A South-Asian Perspective, Cengage, 2018
- Kotler, P., Keller, K., Koshy, L., & Jha, M. (2020). Marketing management: a south Asian perspective (15th ed.). New Delhi: Pearson.
- Etzel, M. J., Bruce, J., W., Stanton, W. J., & Pandit, A. (2010) Marketing (14th ed.). New Delhi: Tata McGraw-Hill.

### Reference Book (s):

- TapanPanda : Marketing Management, (ExcelBooks) Indian context (4th ed.). New Delhi: Macmillan.
- Saxena, R. (2009). Marketing management (4th ed.). New Delhi: Tata McGrawHill.
- Philip Kotler- Agnihotri , Principle of marketing 13 e, Pearson Education

- Perrault, W.D (Jr.), Cannon, J.P., & McCarthy, E.J. (2010). Basic Marketing. New Delhi: Tata McGraw-Hill
- Ramaswamy, V. S., & Namakumari, S. (2009). Marketing management: global perspective

<b>Unit-1 Introduction to Marketing and Marketing Planning</b>	<b>7 hours</b>
Introduction to Marketing, concepts, Scope of Marketing, Marketing Philosophy, Core Marketing Concepts Need, want and demand, Relevance of marketing in modern business, Marketing Process, Sales Vs marketing, Customer value, Marketing Myopia Introduction to Marketing Planning, Elements of Marketing Plans, Mission , Objectives, vision, SBU, Building Sustainable competitive advantages, Ansoff's Strategic Opportunity, Matrix, BCG Matrix, Strategy Level, The Marketing Planning Process, Ethics and social responsibility	
<b>Unit-2 Marketing Environment and Marketing Research</b>	<b>7 hours</b>
Indian business environment, Types of environment, Micro, Macro, PEST Analysis Introduction to Marketing Research, Marketing Research Vs Market Research, Qualitative research Vs Quantitative research, Application of marketing research, primary and secondary research, Marketing research Process, Online Marketing research	
<b>Unit-3 Consumer Behaviour</b>	<b>8 hours</b>
The importance of understanding consumer behaviour, Characteristics affecting consumer behaviour: Cultural, social, personal and psychological factors, Types of buying decision behaviour: complex, dissonance reducing, habitual and variety seeking behaviour, Buying Decisions Roles, Types of Buying Decisions, The Consumer Buying Process, Consumer Adoption Process, Categories of business customers, Business vs consumer markets, Types of business products, Buying situations, the buying centre, Stages in business buying process.	
<b>Unit-4 Segmentation, Targeting and positioning and Marketing Mix</b>	<b>12 hours</b>
Market segmentation, Targeting and Positioning: Meaning, Factors influencing segmentation, Basis for segmentation, Segmentation of Consumer and Industrial markets. Targeting: Meaning, Basis for identifying target customers, Target Market Strategies. Positioning: Meaning, product differentiation strategies, tasks involved in positioning. Branding: Concept of branding, Brand Types, Brand equity, Branding Positioning. Product Decisions: Concept, product hierarchy, new product development, product life cycle, Product mix strategies. Packaging as a marketing tool, requirement of good packaging, Role of labelling in packaging, pricing decisions, pricing concepts for establishing value, Pricing strategies-Value based, Cost based, Market based, Competitor based, New product pricing – Price Skimming & Penetration pricing Place Decision: Meaning, Purpose, Channel alternatives, Factors affecting channel choice, Channel design and Channel management decisions, Channel conflict, Distribution system,	
<b>Unit-5 Emerging Trends in Marketing</b>	<b>6 hours</b>
Conceptual trends, methodological trends, Ambush/ gorilla marketing, viral marketing, buzz marketing, Social marketing/ cause marketing, green marketing/ sustainability marketing, Surrogate advertising, Neuro-marketing, Introduction to Digital Marketing, Social Media Marketing Competitive Strategies: Market challenger, market follower, And Niche strategies, Multilevel Marketing (Network Marketing) and Global Marketing	

### Continuous Assessment Pattern

<b>Internal Assessment (IA)</b>	<b>Mid Term Test (MTE)</b>	<b>End Term Test (ETE)</b>	<b>Total Marks</b>
30	20	50	100

<b>Name of The Course</b>	<b>MANAGERIAL ECONOMICS</b>			
<b>Course Code</b>	<b>MBDS5004</b>			
<b>Prerequisite</b>				
<b>Corequisite</b>				
<b>Antirequisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	3			

**Course Objectives:**
**Course Outcomes**

<b>CO1</b>	Explain the importance of basic economics concepts.
<b>CO2</b>	Demonstrate how to do demand and supply analysis and relate them to the market equilibrium.
<b>CO3</b>	Apply the concepts of production and cost for profit maximization.
<b>CO4</b>	Interpret the difference among different market structures.
<b>CO5</b>	Determine suitable pricing strategies.

**Text Book (s)**

1. Managerial Economics, H. Craig Petersen, W. Chris Lewis & Sudhir K. Jain, 4e, Pearson Education.
2. Managerial Economics and Business Strategy, Michael R. Baye, McGraw-Hill.

**Reference Book (s)**

1. **Managerial Economics: Principles and Worldwide Applications, Dominick Salvatore, 7th Edition, Adapted Version, Oxford University Press**
2. **Managerial Economics: Theory, Applications and Cases, W. Bruce Allen, Keith Weigelt, Neil Doherty and Edwin Mansfield, 7th Edition, W.W. Norton & Company.**
3. **Managerial Economics, S. Prusty, PHI.**
4. **Managerial Economics, Joel Dean, PHI**
5. **Managerial Economics, Mark Hirschey, 10e, Thomson.**

<b>Unit-1: Basic concepts of Managerial Economics</b>	<b>06</b>
<b>lecture hours</b> Importance of the course for Managers, The Circular Flow of Economic Activity, Basic Economic Concepts such as Marginal Utility, Marginal Cost, Marginal Revenue, Marginal Principle, Incremental Principle, Opportunity Cost, Present Discounted Value, Calculus and Managerial Economics.	
<b>Unit-2 :Supply-Demand Analysis and Consumer Behaviour</b>	
<b>12 lecture hours</b> The Market forces of Supply and Demand: concept of Demand and Supply, determinants of Demand and Supply, price effect, income effect and substitution effect; equilibrium price, Elasticity and its applications : price elasticity of Demand & its types, income & cross price elasticity of Demand, determinants of price elasticity of Demand and Supply, Relationship among price elasticity, total revenue, average revenue and marginal revenue, Demand analysis and estimation : market surveys and market experiments, regression analysis, trend analysis, exponential smoothening, The theory of consumer choice :indifference curve and its properties, budget constraint, consumer's optimal choice, deriving the demand curve.	

**Unit-3 : Production Analysis, Cost of Production, and Profit Analysis of the Firm 8 lecture hours**

Theory of production in short-run : among total, average and marginal productivity of labour, Law of diminishing returns, and profit maximization, Theory of production in long-run : isoquant curve, iso cost line, least cost production, Economic region of production, expansion path, and returns to scale, Types of costs in short-run : fixed, variable, total, average, marginal, break-even analysis, shut-down point, Types of costs in long-run :total, average, marginal, and inter-relationships, Comparison and inter-relationships, relation between production and cost, Identify different costs from the balance sheet of any company and its implication on profit, Profit maximization and sustainability by following ethical practice

**Unit-4 Market Structures (Perfect Competition, Monopoly, Monopolistic Competition) 6 lecture hours**

Perfectly competitive market [characteristics, supply and demand curve, profit maximizing price determination in short-run and long-run, effects of taxes on price and output, consumer surplus, producer surplus, market efficiency, solve problems, Monopolistic market: characteristics, supply and demand curve, profit maximizing price determination in short-run and long-run, dead weight loss under monopoly, anti-trust legislation, product differentiation advertising and brand names, solve problems.

**Unit-5 Oligopoly and Pricing practices 8 lecture hours**

Oligopoly market: duopoly, barriers to entry, price rigidity without collusion, i.e. Kinked Demand Curve Model; Cournot's model of duopoly without collusion, efficient firm and dominant firm, perfect collusion (cartels), Game theoretic approaches to oligopoly ; game theory : an objective, two or more players, strategies or choices, costs and benefits; economics of information :costs and benefits of information, moral hazards; Pricing practices: mark-up pricing, multiple products, price discrimination, access fees, bundling, etc.

**Continuous Assessment Pattern**

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

<b>Name of The Course</b>	<b>Organizational Behaviour</b>			
<b>Course Code</b>	<b>MBDS 5025</b>			
<b>Prerequisite</b>	Not applicable			
<b>Corequisite</b>				
<b>Antirequisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	3	0	0	3

### Course Objectives:

People play pivotal roles in providing organizations with the edge to not only survive but to thrive amidst the stiff global competition that pervades the business world in the 21 st Century. Thus, people are a precious resource in any organization, and if well nurtured and led, will form cornerstone upon which success can be build. The increasingly competitive and demanding business environment has created new challenges for organizations wherein understanding and managing people's behaviour has been one of the most crucial factors.

To stay ahead of the competition, it is imperative that organization leverage on their people by developing a committed, confident, loyal, hardworking, motivated, engaged and resilient workforce. In order to achieve these, managers and leaders must first understand behaviour in organizations and understand how people perceive things, what shapes their attitudes, drive their behaviour and motivate them and how to motivate them to strive for both personal and organizational goals. Organizational behavior is the study of how individual and groups impact the behaviour within an organization. As managers or as employees, students will encounter issues ranging from the individual level to the group level and the organizational level, and they will need to be aware of how these areas fit into their working life. Topics in this course include understanding individual differences, personality, attitude, motivating and leading employees, working in effective groups, ethics and conflict management, among others which would help the students to gain insight about the individual's personality, attitude, motivation, learning, perception and group dynamics to become effective management professional.

### Course Outcomes

<b>CO1</b>	Illustrate the foundation and models of human behavior in the organizations with the understanding of individual personality and perceptual process.
<b>CO2</b>	Interpret and illustrate how individual influence organizational events and how events within an organization influence individual's learning, attitude and emotional stability.
<b>CO3</b>	Examine and prescribe which of the motivational theories would be the most effective in enhancing employee productivity at workplace.
<b>CO4</b>	Illustrate the behavioural patterns and interpersonal skills required at individual and group levels for building high-performing teams and choosing best techniques for managing conflicts in the organization.
<b>CO5</b>	Relate the role of leaders for developing organization culture differentiating from power dynamics.

### Text Book (s)

1. **Organizational Behaviour - Robbins P. Stephen, Judge A. Timothy and Vohra, Niharika, 14th edition, Pearson Education.**

### Book (s)



2. **Organizational Behavior - Nelson L. Debra, Quick, J. C. and Khandelwal, P. (2011). Cengage Learning.**
3. **Organizational Behavior -Luthans, Fred (2008). Tata Mc.Graw Hill**
4. **Organizational Behavior - Steven McShane; Mary Von Glinow, 7th Edition, Tata Mc Graw Hill.Reference**

**Unit 1 -Foundation of Organizational and Individual Behaviour**

**8 lecture hours**

Foundations and Importance of Organization Behavior of OB; Contemporary Organizational Behavior; Subsequent Phases of Hawthorne studies; Predecessors of OB; Future Perspectives of OB; Emerging Challenges in OB; Exercise – Discuss the challenges for managers in designing a new organization to discuss OB and the Manager’s Job; Personality: Definition and Nature; Determinants of Personality – Nature vs. Nature; Personality Traits – Big Five Model; Attributes of Personality Relevant to OB - Self-Esteem, Self-Monitoring, Locus of Control, Type A and Type B, Machiavellianism; Case Study: Is there a price for being too nice. Pg 166-167 (Robbins et.al.); Person Perception for Judging others like stereotyping, fundamental attribution error, etc.; Robbins et.al.; What is Perception; Factors influencing Perceptions; Perceptual Process; Attribution theory-distinctiveness, consistency & consensus, attribution biases.

**Unit-2 Individual Learning, Attitude and Stress Management**

**7**

**lecture hours**

Relationship between Attitude and Behavior; Formation of attitudes (ABC model); Job Attitudes – Job satisfaction, organizational commitment and involvement and its outcomes; Case Study: Bounty Hunters. Robbins et al, pg. 94; Pattern of Human Learning –Nature & Process; Classical Conditioning Theory; Reinforcement or Operant Conditioning Theory and Learning; Social learning theory; Application of learning principles in organizational context for shaping behavior and individual motivation; Emotional Intelligence and Importance of handling emotions effectively; Organizational stress: meaning, types and its causes, Stress management strategies  
Experiential Exercise: Measuring Stress. OB – K. Aswathappa, pg 339; HBR Article: The Set-Up-to-Fail Syndrome: How boss create their own poor performers (March-April, 1998, www.hbr.org.)

**Unit-3 Motivation at the Workplace 5 lecture hours**

Motivation and work Behaviour, Theory X and Y, Maslow’s Need Hierarchy Theory; Herzberg’s Two Factor Theory and its implication for learning and performance; Vroom’s expectancy theory: Concept and Application; Case Study: Engstrom Auto Mirror Plant: Motivating in Good Times and Bad (HBS, 2175, 2008); Equity theory, Implication at workplace; Case Study: Repairing Job that fail to satisfy. Robbins et.al., pg. 638-641.

**Unit-5 Group Development and Conflict Management 8lecture hours**

Defining and Classifying Groups; Stages of Group Formation; Groups vs. teams and Group properties (Roles and Norms); Understanding Work Teams – Problem solving, cross-functional, virtual and self-managed; Group decision making – group think and group shift, Nominal group Technique, Brainstorming, Delphi technique; Importance of Interpersonal Relationships at Workplace with the help of Johari Window; Case Study: A Boss is a Boss – or is She. OB, Parikh & Gupta, Pg. 254; Importance of Interpersonal Relationships at Workplace with the help of Johari Window; Conflict - Meaning and Sources; Types of Conflict; Process of Conflict and Conflict Management Styles; Strategies for Resolving



Conflict; Integrative Case for Group and Conflict: What's New with Google's Team and Leaders (Book: OB by Moorhead and Griffin, Pg. 331-333).

**Continuous Assessment Pattern**

<b>Internal Assessment (IA)</b>	<b>Mid Term Test (MTE)</b>	<b>End Term Test (ETE)</b>	<b>Total Marks</b>
30	20	50	100

<b>Name of The Course</b>	Legal Aspects of Business			
<b>Course Code</b>	MBDS 5029			
<b>Prerequisite</b>				
<b>Corequisite</b>				
<b>Antirequisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	3	0	0	3

### Course Objectives:

This course is designed to enhance the legal literacy of MBA students by developing a body of legal knowledge and honing legal instincts that will help business leaders attain a competitive edge and promote long-term success. Building on the basic legal concepts, the course will refine students' understanding of how law affects all aspects of business, and develops a deeper appreciation of how legal systems operate and how to operate within the boundaries of legal systems. In this course, students will gain a sense of when and how the legal system may affect them in a business setting, particularly in the areas of Contract law, Sales of goods act, Partnership act, Company act and government regulation of business. Students will also discuss situations involving choices that may reach beyond the requirements of the law and will explore how such situations arise and how they might be solved or even prevented.

### Course Outcomes

CO 1: Interpret the basic legal concepts of Indian contract law required to run business effectively.
CO2 Appraise the different laws related to bailment, indemnity, Guarantee and sales of goods and imply those in case of condition and warranty.
CO 3: Apply the partnership principles in case of starting, registering and dissolving the partnership firm.
CO 4: Relate the concept of Companies Act in formation and winding-up of companies in an Indian organizational context to brief about the functioning of the company.
CO 5: Explain other laws relevant to business like negotiable instruments.

### Text Book (s)

1. Business Law: Tejpal Sheth, 2<sup>th</sup> Edition, Pearson Education, New Delhi.

### Reference Book (s)

1. Kuchhal M.C & Prakash Deepa, Business Legislation for Management, Vikas publication House Pvt.Ltd.2007 Edition.
2. Aggarwal S.K, Business and Corporate Laws, Galgotias Publication Pvt Ltd, First Edition.
3. Gulshan S.S, Mercantile Law, Excel Books New Delhi, Second Edition, ISBN-8174463674, 9788174463678.

**Unit-1 Indian Contract Act 1872**
**12 lecture**
**hours**

.Definition of Contract- Definition of agreement- Essentials of a valid agreement-Meaning of contract with examples- Essentials of a valid contract- Distinction between contract and agreement-Classification of contract- Definition of Offer and types of offer-Definition of acceptance-Revocation of offer and acceptance- Performance of contract -Parties of performance of contract-Doctrine of frustration and its exceptions-Discharge of contract-types of discharge of contract-Difference between different terms- Remedies for breach of contracts-types of sue-Case study-Hadley v. Baxendale-Concept of Bailment- Essentials of valid bailment- Rights of Bailor and Bailee-Duties of Bailor and Bailee-Concept of Pledge-Essentials of Valid Pledge-Rights of Pawnor and Pawee-Duties of Pawnor and Pawee - Concept of Indemnity and Guarantee-Essentials of Valid Guarantee-Types of Guarantee-Revocation of Guarantee.

**Unit-2 – Sales of Goods Act 1930**
**5 lecture hours**

Definition-Essentials of Valid Sales-Difference between sale and Agreement to sell-Meaning of term Goods-Types of goods-Price of goods -How contract of sale is made-Condition and Warranty-Implied conditions and Implied warranties-Distinguish between condition and warranty- Transfer of Goods -Doctrine of Caveat Emptor-Exceptions of Doctrine of Caveat emptor-Unpaid Seller- Rights of unpaid Seller.

**Unit-3 Partnership Act 1932**
**3 lecture hours**

Definitions of firm-Partner-Partnership-Types of Partnership-Rights of Partners ,Duties of Partners-Position of Minor as a Partner in partnership-Registration of Partnership Firm-Process of registration and effect of non-registration of Partnership Firm-Partnership Deed-Alteration in Partnership Deed-Role of Registrar-Dissolution of partnership firm-Difference Between dissolution of firm or dissolution of partnership.

**Unit-4- Negotiable instrument Act**
**8 lecture hours**

Definitions and Essentials of Negotiable Instrument-Presumptions about Negotiable Instruments-Kinds of Negotiable Instruments-Classification of Negotiable Instruments-Promissory Note-Parties of Promissory Note- Specimen of a Promissory Note-Essentials of Promissory Note- Bill of Exchange- Parties of Bill of exchange- Specimen of a Bill of Exchange- Essentials of Bill of Exchange-Cheque, Parties of Cheque-Specimen of a Cheque-Essentials of Cheque- Comparison between a Promissory Note and a Bill of exchange-Comparison between a Bill of Exchange and a Cheque-Parties to a Negotiable Instruments and their Capacity-Holder and holder in due Course- Rights and Privileges Of Holder in due Course-Comparison Between a Holder and Holder in due Course-Effects of Crossing of Cheque-Objects of Crossing of Cheque-Types of Crossing of the Cheque-Persons authorised to cross the cheque-Dishonour of cheque- Rules regarding Notice of Dishonour-Offences & Penalties.

**Unit-5 Companies Act 2013**
**12 lecture hours**

Definitions-Characteristics of company-Kinds of Companies-Difference between Public and Private Companies-Memorandum of company and its contents-Memorandum of company and its contents-Alteration of MOA-Article of Association and Its contents-Alteration in AOA, Difference between AOA and MOA-Doctrine of Ultra-Vires-Doctrine of Constructive Notice and Indoor Management- Meaning of Prospectus and contents of prospectus-Share and its types -Debentures and types of debentures-Share Capital-Directors-Types-Power and duties- Numbers-Meetings-Winding-Up of Company-Mode of Winding-up and its process-Role and Power of liquidator in winding-up of company.

**Continuous Assessment Pattern**

<b>Internal Assessment (IA)</b>	<b>Mid Term Test (MTE)</b>	<b>End Term Test (ETE)</b>	<b>Total Marks</b>
20	30	50	100

<b>Name of The Course</b>	<b>Computer Applications for Business</b>			
<b>Course Code</b>	<b>MBDS 5021</b>			
<b>Prerequisite</b>	Basic understanding of computers systems			
<b>Corequisite</b>	None			
<b>Antirequisite</b>	None			
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	3	0	0	3

**Course Objectives:**

- To understand basic applications and types of information systems.
- To understand the concept of system designing and system development.
- To analyze and understand the possible threats and security issues of information systems.

**Course Outcomes**

<b>CO1</b>	Apply and understand the concepts of information system in organization.
<b>CO2</b>	Apply and understand the concepts of database and computer networks.
<b>CO3</b>	Analyze the application of IT in implementing E-commerce.
<b>CO4</b>	Apply and understand the use of advanced functions of MS Excel in any organization.
<b>CO5</b>	Analyze the features of MS power point to create efficient and impressive business presentations.

**Text Book (s)**

1. Laudon & Laudon, "Management Information System", Pearson Education, 13th Edition 2018
2. O'Brian & Bahel, "Management Information System", Mc Graw Hill, 10th Edition 2018

**Reference Book (s)**

1. Management Information Systems, James A. O'Brian, George M Marakas, Ramesh Behl, McGraw-Hill, Ninth Edition
2. Introduction to computers by Peter Norton, 2010, TMH Education

**Unit-1 Basics of Information systems**
**7 hours**

Real world information system, Components of Information System, types of IS, Competing with Information Technology, Fundamentals of strategic advantage, Porters model and use of IT, Case study (Class discussion): JetBlue & the Veterans Administration Case (Self Study)

<b>Unit-2 Database and Computer networks</b>	<b>10 Hours</b>
Database Environment: Basic Concepts and definitions of Data, Database, use of DBMS, Three schema architecture for database development, databases and Information management, data mining, functions of Operating system, data mining and data warehousing, Telecommunications & the Internet, Types of network, Topology, Internet and security, Case study: Developing a database application for Pine Valley Furniture Company	
<b>Unit-3 Role of E-commerce</b>	<b>8 Hours</b>
Introduction to ecommerce, difference between E-Business and E-commerce, Ecommerce strategies, models of online business, benefits of using E Business, E-CRM, E-SCM, E-Banking and E-payments. Case study: success story of PayTM in Indian business	
<b>Unit-4 Advanced functions of MS Excel</b>	<b>7 Hours</b>
Use of lookup, vlookup and hlookup functions, examples of vlookup and hlookup, financial functions in MS Excel and examples, if function, nested if example, use of yearfrac() to calculate age	
<b>Unit-5 Data interpretation and creating presentations</b>	<b>8 Hours</b>
Pivot table and its use, how to create pivot table in MS Excel, examples of pivot table, types of charts and graphs in Excel, examples of charts and graphs, designing PPTs using power point, inserting animations and effects in the presentations	

**Continuous Assessment Pattern**

<b>Internal Assessment (IA)</b>	<b>Mid Term Test (MTE)</b>	<b>End Term Test (ETE)</b>	<b>Total Marks</b>
30	20	50	100

<b>Name of The Course</b>	Business statistics for Decision Making			
<b>Course Code</b>	MBDS5028			
<b>Prerequisite</b>	None			
<b>Corequisite</b>	None			
<b>Antirequisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	2	0	0	2

### Course Objectives

This course is designed to prepare students to evaluate problems and make decisions using Statistical analysis of data. Students can use these processes in any course where data is analysed and interpreted. Statistics is vital to all aspects of industry. The quantitative evaluation of a problem will often yield a different, more informed decision than a subjective one. This knowledge also makes students to comprehend and analyse enormous amount of statistics they encounter everyday outside of work. The focus is on concepts development and its application for problem solving and decision making by effectively using different statistical tools.

### Course Outcomes

<b>CO1</b>	Recognize the basic concepts of the Statistics and apply the concept of mean median, mode in real life for decision making.
<b>CO2</b>	Examine various probabilistic situations based on various laws of probability and application of Binomial, Poisson, Normal distributions
<b>CO3</b>	Apply the concept of decision making under uncertainty and risk for making better decision and choosing the best alternative.
<b>CO4</b>	Estimate the level of correlation, regression and the relationship for the given bivariate data and its various applications.
<b>CO5</b>	Explain the basic concepts of time series and its uses in forecasting for business data.

### Text Books

1. Levin & Rubin, "Statistics for Management", 8<sup>th</sup> Edition, Pearson Publication
2. Ken Black, "Business Statistics for contemporary decision making", 5<sup>th</sup> Edition, Wiley Publication
3. JK Sharma, "Business Statistics", 4<sup>th</sup> Edition, Vikas Publication

### Reference Books

1. Render B., Stair R. M., Hanna M. E., Badri T. N.- Quantitative Analysis for Management, 10e, Pearson Education
2. Anderson D. R., Sweeney D. J., Williams T. A. - Statistics for Business and Economics, 11th edition, Cengage Learning
3. Naval Bajpai, Business Statistics, 2nd edition, Pearson Education

<b>Unit I: Introduction to Business Statistics</b>	<b>6 lecture hours</b>
Introduction to business statistics, application of statistics in decision making, measures of central tendency, mean, median, mode, measures of dispersion, range, quartile deviation, mean deviation, standard deviation.	
<b>Unit II: Probability and Probability Distribution</b>	<b>6 lecture hours</b>
Introduction to probability, probability events, basic probability, addition theorem, conditional theorem, multiplication theorem, Bayes' theorem, Probability distribution, binomial distribution, Poisson distribution, Normal distribution	
<b>Unit III: Decision Analysis</b>	<b>6 lecture hours</b>
Introduction to decision theory, decision making under certainty, decision making under uncertainty, Minimax, Maximax, Laplace, Minimax Regret and Gurwicz criteria for choosing best alternative, decision making under risk, EMV criteria, Decision tree analysis.	
<b>Unit IV: Correlation and Regression analysis</b>	<b>6 lecture hours</b>
Introduction to correlation analysis, scatter diagram method, Karl Pearson's Correlation coefficient, Rank (Spearman's) correlation, Multiple correlation, coefficient of determination, Introduction to regression analysis, difference between correlation and regression, regression coefficient, properties of regression coefficient, regression equations Y on X and X on Y.	
<b>Unit V: Time Series Analysis</b>	<b>7 lecture hours</b>



Introduction to time series, time series data, components of time series, Trend, Seasonal, Cyclic and Irregular variations, moving average method to find trend, Method of Least Square to find and forecast trend values.

**Continuous Assessment Pattern**

<b>Internal Assessment (IA)</b>	<b>Mid Term Test (MTE)</b>	<b>End Term Test (ETE)</b>	<b>Total Marks</b>
30	20	50	100

<b>Name of The Course</b>	<b>Business Ethics and CSR</b>			
<b>Course Code</b>	<b>MBDS_5022</b>			
<b>Prerequisite</b>				
<b>Corequisite</b>				
<b>Antirequisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	2	0	0	2

**Course Objectives:**

1. Graduate will grow personally and professionally to be successful in dynamic business environment globally.
2. Graduate will lead with creative, analytical and entrepreneurial skills to help organizations achieve a competitive advantage

**Course Outcomes:**

CO1: To apply the principles of Business Ethics, code of ethics, values and ethical decision making for making the business transactions moral bound.
CO2: To employ the knowledge of rights of a consumers and environmental ethics in order to enhance the decision making with regards to the statutory duties of the businesses.
CO3: To measure the effectiveness of Corporate Governance policies already employed to ensure good governance in the organization.
CO4: To appraise the role and relevance of Corporate Social responsibility in the current business scenario.
CO5: To assess the complex issues of trade-offs between the stakeholder and finding the optimal and ethical solutions.

**Text Book (s)**

1. A.C. Fernando(2010), Business Ethics and Corporate Governance, Pearson Education

**Reference Book (s)**

1. Hartman and Chatterjee (2010), Perspectives in Business Ethics, 3rd edition, Mc Graw Hill
2. Subhabrata Bobby Banerjee (2007, Corporate social responsibility: the good, the bad and the ugly, Edward Elgar Publishing
3. P. K. Ghosh (2010), Business Ethics, 1st edition, Vrinda Publications
4. Joseph W. Weiss (2009), Business Ethics: Concepts and Cases, India Edition, Cengage Learning
5. CSV Murthy(2009), Business Ethics and Corporate Governance, 2nd edition, Himalaya Publication

**Unit-1 Introduction to Business Ethics**
**5 hours**

Case Study: Biocon-India's own home grown Biotech Company Introduction to Ethics, Personal and Professional Ethics, Business ethics: importance and needs, significance in ethical decision making, Distinction between values and ethics, Characteristics of an ethical organization, Morality and Law, management and ethics, Kantianism: Ethics of Duty, Other Normative Theories- Stockholder theory, Stakeholder Theory, Indian Ethical Traditions-Teachings from Gita, teachings from Islam, Christianity, Gandhian principles

Case Study: \$2,500 – A Harvard Case Study

**Unit II: Consumer and Environmental Ethics**

**6 Hours**

Consumer and Consumer Protection- Definition; Parties to consumer protection, Consumer and Consumer protection, Consumer duties and responsibilities, Consumer protection in Indian context, Environmental Preservation: Role of Stakeholders, Waste Management and Pollution Control, Key Strategies for Industrial Pollution Prevention Managing Environmental issues, Environmental audit, Managing environmental issues, Environmental policy in Indian context,

Case: Why It Pays To Be Honest: How Unethical Marketing Practices Cost Pharmaceutical Giant Johnson & Johnson \$2.2 Billion

Case Study: E-Waste: The latest contributor to environmental degradation

**Unit III: Corporate Governance**

**3 Hours**

Corporate Governance: an introduction, need for corporate governance: America's Hall of Shame, Satyam scandal in India

Relevance of corporate governance; Benefits of good corporate governance to a corporation and Society

OECD Requirements of CG; Cadbury Committee Report on CG, Case Study: Sky Air Inc; A Harvard Case Study

**Unit-IV Theories of Corporate Governance**

**3 Hours**

Case Study: How the Global Trust Bank lost the Trust, Concept of corporation and corporate Characteristics of Corporation, Theories of corporate governance- Agency Theory, Stewardship theory, Stakeholder and sociological theory Criticisms, Corporate Governance Systems: The Anglo American Model of Governance, The German Model of Governance, Indian Model of Governance

**Unit-V Corporate Social Responsibility**

**3 Hours**

Corporate Social Responsibility: an introduction, Arguments in favour and against CSR Carrol's pyramid delineating different social responsibility activities, CSR in India context: Companies act 2013, CSR activities defined under act

CSR for Sustainable development, Triple Bottom line approach, Case Study: Dr Reddy's Laboratories: Commitment to All-round Corporate Excellence

**Continuous Assessment Pattern**

<b>Internal Assessment (IA)</b>	<b>Mid Term Test (MTE)</b>	<b>End Term Test (ETE)</b>	<b>Total Marks</b>
20	30	50	100

<b>Name of The Course</b>	Financial Accounting and Reporting			
<b>Course Code</b>	MBDS 5006			
<b>Prerequisite</b>				
<b>Corequisite</b>				
<b>Antirequisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	3	0	0	3

**Course Objectives:** As the language of business, accounting provides terminology, frameworks, and concepts to record, analyze and understand the financial consequences of business activities. Realizing the significance of financial accounting, this course is designed to facilitate better understanding of the fundamentals of financial accounting. It would comprise of conceptual framework of accounting, accounting principles and preparation of main accounting books i.e. journal and ledger as well as final accounts. Besides this, it would also cover depreciation accounting. It also focuses on understanding both the uses and the limitation of financial accounting.

#### Course Outcomes

<b>CO1</b>	<b>Identify the basic accounting concepts, principle and technique of basic business changes.</b>
<b>CO2</b>	<b>Apply the accounting rules to determine the financial results of business enterprise.</b>
<b>CO3</b>	<b>Identify Accounting error and rectify them.</b>
<b>CO4</b>	<b>Examine the structure and content of financial statement, including income statement, balance sheet.</b>
<b>CO5</b>	<b>Analyse, interpret and communicate the information contained in basic financial statements for better decision making.</b>

#### Text Book (s)

1. Basic Accounting, Sofat, R. & Hiro, P. PHI, 2<sup>nd</sup> edition
2. Financial Accountancy, Tulsian, P.C., Pearson Education, 2nd edition
3. An Introduction to Accountancy, Maheshwari, S.N. and Maheshwari, S. K., Vikas Publishing House, 8<sup>th</sup> Edition

#### Reference Book (s)

3. Essentials of Financial Accounting, Bhattacharyya, Asish K., Prentice Hall of India.
4. Financial Accounting, Rajasekran, Pearson Education, 1st edition
5. Financial Accounting: A Managerial Perspective, Narayanswamy, R PHI, 4<sup>th</sup> Edition.

#### **Unit I: Introduction to Accounting**

**5 lecture hours**

Meaning of Accounting, Accounting as a Source of Information, Objectives of Accounting, Role of Accounting

Basic Terms in Accounting, Accounting: Concepts & Conventions

Accounting: Concepts & Conventions (Continued)

Accounting Standards

**Research Paper:** Emerging Dimensions of Accounting Education and Research in India  
Dr.Gurdip Singh Punjab School of Management Studies Punjabi University, Patiala-  
147002 Punjab, India

**Unit II: Recording of Transactions** **10 lecture hours**

Understanding Accounting Cycle and Accounting Equation

Accounting Equation (Exercise)

Types of account, Rules of debit & credit Journal

Posting from Journal, The Ledger

**STUDENTS' PRESENTATION**

Subsidiary books (Cash Book, Purchases (Journal) Book, Sales (Journal) Book

Balancing the Accounts

Preparation of Trial Balance

**CASE STUDY:** Legacy Realty—Journal Entries

**Unit III: Rectification of Error and Depreciation** **6 lecture hours**

Accounting Error- Meaning, Types of error

Rectification of Error- which do not affect trial balance

Rectification of Error- which affect trial balance

Depreciation

Straight line method

Written down method

**Unit IV: Preparation of Financial Statements** **11 lecture hours**

Distinction between Capital and Revenue, Types of Financial Statements

Preparation of Financial Statements

Need for Adjustments, Adjustment Entries-Closing Stock, Depreciation

Adjustment Entries- Outstanding Expenses, Prepaid Expenses, Accrued Income, Income Received in Advance

Adjustment Entries- Bad Debts, Provision for Bad and Doubtful Debts, Provision for

Discount on Debtors

Adjustment Entries- Interest on Capital, Interest on Drawings

Preparation of Financial Statements -Trading and Profit and Loss Account (Exercise)

**CASE STUDY:** M/s Randhir Transport Corporation.—study of Balance Sheet, Profit & Loss Account and Financial Highlights.

Preparation of Financial Statements, Balance Sheet (Exercise)

**Reading of Annual Report-**(Company 1): Students will be required to read the Annual Report of Britannia Ltd.

**STUDENTS' PRESENTATION**

**Unit V: Financial Statement Analysis**

**9 lecture hours**

Financial Statement Analysis

Students Analyzing the Financial Statement

Horizontal Analysis of Financial Statement

Common Size Analysis of Financial Statement

Ratio Analysis Part 1

Ratio Analysis Part 2

Numerical on ratio analysis

**Students' Presentation**

**Case study: Jindal Steel & Power Ltd. Financial statement analysis**

**Continuous Assessment Pattern**

<b>Internal Assessment (IA)</b>	<b>Mid Term Test (MTE)</b>	<b>End Term Test (ETE)</b>	<b>Total Marks</b>
30	20	50	100

<b>Name of The Course</b>	<b>Introduction to Business Analytics</b>			
<b>Course Code</b>	<b>MBDS5017</b>			
Prerequisite	None			
Corequisite				
Antirequisite				
	L	T	P	C
	2	0	0	2

### Course Objectives:

Information and Knowledge are indispensable tools for helping ensure the continuity and sustainability of any organization. They have to be acquired first and then assessed before they can be utilized in the decision-making process. This is where the usefulness of Business Analytics lies. From credit card transactions and online shopping carts, to customer loyalty programs and user-generated ratings/reviews, there is a staggering amount of data that can be used to describe our past buying behaviors, predict future ones, and prescribe new ways to influence future purchasing decisions. Through the application of Statistical methods, Operation Research and Management Information systems, and by using proven analytical and evaluative tools and techniques, corporate managers can acquire insights into issues which they can use to help them accomplish their organizational goals and objects, set correct priorities, adopt prudent strategies and approaches, handle risks and effectively and efficiently manage their resources.

This course gives a comprehensive knowledge to provide an overview of key areas of customer analytics: descriptive analytics, predictive analytics, prescriptive analytics, and their application to real-world business practices including Amazon, Google, and Starbucks to name a few. This course provides an overview of the field of analytics so that you can make informed business decisions.

### Course Outcomes

<b>CO1</b>	Understand the need for effective business analytics within an organization.
<b>CO2</b>	Analyze complex problems using advanced analytics tools.
<b>CO3</b>	Learn various optimization models such as linear optimization, integer linear optimization and non-linear optimization.
<b>CO4</b>	Learn descriptive, predictive and prescriptive business analytics.
<b>CO5</b>	Evaluate the appropriateness of applications of Business Analytics in various domains

**Text Book (s)**

1. Business Analytics for Managers; Taking Business Intelligence beyond Reporting, G.H.N Laursen, J Thorlund- Wiley

**Reference Book (s)**

1. Business Analytics: Principles, Concepts and Applications, M Starkey- Pearson

<b>Unit I: Introduction to Business Analytics</b>	<b>6 lecture hours</b>
Overview of Business Intelligence Business Analytics: Concept, Terminology & Significance Difference between Business Intelligence and Business Analytics Business Analytics Process & Decision-Making Process Case study- A trip to Summerhouse	
<b>Unit II: Business Analytics in Business Verticals and Resources of Business Analytics</b>	<b>5 lecture hours</b>
Use of Business Analytics in Business Verticals (Retail, Banking, Insurance) Use of Business Analytics in Business Verticals (Health Care, Education, Automobile, & Telecommunication etc; ) Case Study: - Shop.ca Case study: AMC networks Resources of Business Analytics Data- categories of Data ECM framework Personnel resources	
<b>Unit III: Business Analytics Processing</b>	<b>5 lecture hours</b>
Data Processing: OLTP, OLAP Overview of Data Warehouse Data Mining UIMA framework	
<b>Unit IV: Data Visualization</b>	<b>5 lecture hours</b>
Visualizing Data: Reporting systems Multidimensional Modelling Dashboards Applications of BA in Business: Marketing Analytics Financial Analytics Government Analytics	
<b>Unit V: Business Analytics Strategy</b>	<b>5 lecture hours</b>
Business Analytics Strategy: Ensuring Data Quality Outsourcing & measuring Business Analytics contribution Case study: Essentials of Cross-selling and Up-selling	

**Continuous Assessment Pattern**

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100



<b>Name of The Course</b>	Corporate Finance			
<b>Course Code</b>	MBDS5013			
<b>Prerequisite</b>				
<b>Corequisite</b>				
<b>Antirequisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	3	0	0	3

### Course Objectives:

This course has been designed to develop understanding in:

- the basic concepts, theory and practice of corporate finance techniques using time value of money
- capital budgeting techniques and estimation of cash flows
- association between risk and the cost of capital and its impact risk and capital structure
- the theories of capital structure and the external and internal influences on a corporation's capital structure and payout policy
- working capital management, receivables management, inventory management and cash management

### Course Outcomes

<b>CO1</b>	Describe the theory and practice of corporate finance techniques using Time value of Money
<b>CO2</b>	Assess common investment criteria and project cash flows associated with corporate project evaluation.
<b>CO3</b>	Relate how risk and the cost of capital impact on investment appraisal, and understand how this cost is impacted by taxation, "leverage" and other factors
<b>CO4</b>	Relate the theories of capital structure and Assess the external and internal influences on a corporation's capital structure, payout policy
<b>CO5</b>	Apply techniques of working capital, receivables and investment management for long term financing of the firm.

### Text Book (s)

1. I M Pandey. Vikas Publishing House Pvt. Ltd.

### Reference Book (s)

1. Van Home, J.C. Financial Management and Policy. Prentice Hall of India.
2. Charles P Jones. Corporate Finance: Theory and Practice. John Wiley.
3. Prasanna Chandra. Financial Management. Tata McGraw Hills.
4. Khan & Jain. Financial Management. Tata McGraw Hills.
5. Damodaran, A. Security Analysis & portfolio Management. Wiley & Sons.

<b>Unit-1 Introduction and Time Value of Money</b>	<b>6</b>
<b>hours</b>	
Introduction to Financial Management, Nature and scope of Financial Management, Finance functions, Role of finance manager, Financial goal: Profit maximization vs wealth	

maximization, Concept of agency and agency problem. Time Preference for money, Future Value- Single Cash flow, Annuity, Sinking Fund ,Present Value- Single Cash flow, Valuation of Bonds and shares, Risk and Return, Exercises on Future Value, Present Value, and Bonds Valuation

**Unit-2 Investment Decisions**

**8 hours**

Risk Analysis in Capital Budgeting. Investment Evaluation Criteria: NPV based numerical, IRR: Concept, Limitations and its significance, Payback: Meaning, and calculating payback periods

ARR: Meaning, Scope, and calculating ARR, Profitability Index: Meaning, Nature, Significance, and functions. How to calculate Practical exercises having calculation of various capital budgeting decisions collectively like NPV, PI and PB simultaneously etc. Case Study: HOLA-KOLA-The Capital Budgeting Decision by Lena Booth

**Unit-3 Cost of Capital and Leverage Analysis**

**10 hours**

Cost of capital: Concept, Significance, nature, and factors affecting cost of capital. Cost of Debt, Preference Shares, Equity Shares, Weighted Average Cost of Capital (WACC). EBIT-EPS Analysis, Leverage analysis- Operating, Financial and Combined Leverage

**Unit-4 Capital structure and Dividend Decisions**

**10 hours**

Theories of Capital structure Net Income (NI), Traditional, Net Operating Income (NOI) Approach, MM Hypothesis. Dividend: Concept, meaning, types, and significance for stakeholders

Theories/Models in dividend policy Walter, Gordon MM (Miller Modigliani) Hypothesis and theory, Determinants of dividend policy

**Unit-5 Working Capital Decisions**

**6 hours**

Working Capital Management: Concept, meaning, objectives, types and significance

Principles of working capital management, Receivables Management. Inventory Management- EOQ, Reorder Level, Cash Management

**Continuous Assessment Pattern**

<b>Internal Assessment (IA)</b>	<b>Mid Term Test (MTE)</b>	<b>End Term Test (ETE)</b>	<b>Total Marks</b>
30	20	50	100

<b>Name of The Course</b>	<b>Operations Research</b>			
<b>Course Code</b>	<b>MBDS5030</b>			
<b>Prerequisite</b>	Basic Mathematics			
<b>Corequisite</b>				
<b>Antirequisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	2	0	0	2

**Course Objectives:**

The objective of this paper is to develop student's familiarity with the basic concept and tools in Operations Research. To provide the real life exposure about the Optimization Techniques those are commonly used in business decision-making problems. To enable the students to formulate the problem into mathematical programming problems, obtain the optimum solution and interpret the decision.

**Course Outcomes**

<b>CO1</b>	<b>Identify the use of Operation Research and its importance in business application for Optimization.</b>
<b>CO2</b>	<b>Use of Linear programming problem and Transportation problem in of management to optimize and decision making</b>
<b>CO3</b>	Determine the Assignment problems and its application in Business Related problems
<b>CO4</b>	<b>Utilize the concept game theory which determines a stable strategy for optimize the Payoff in different conditions of business environment.</b>
<b>CO5</b>	Understand and develop the queuing process. Application of queuing theory in business

**Text Books**

1. J.K Sharma, Operations Research (Theory & Applications), 6<sup>th</sup> edition, Trinity Press

**Reference Books**

1. N.D Vohra, Quantitative Techniques in Management, 2<sup>nd</sup> Edition, Tata Mcgraw Hill
2. Hamdy A Taha, Operations Research-An Introduction 7<sup>th</sup> Edition, Prentice Hall
3. Peter C Bell- Management Science/ Operations Research: A strategic perspective, South-Western College Pub.

<b>Unit-1 Introduction to Operations Research &amp; Linear programming Problem-I</b>	<b>5 hours</b>
Introduction to OR, Use ,scope and applications of OR, Introduction to Linear Programming problem, Mathematical form of LPP, Solution to LPP, Graphical Method and its limitations, Types of solution in graphical method , Multiple solution, unbounded solution and infeasible solution, Case study	
<b>Unit-2: Linear programming Problem-II and Concept of Transportation Problem</b>	<b>10 hours</b>
Solution of LPP by simplex method, Maximization and Minimization examples, Duality in LPP, Introduction to Transportation problem, Mathematical form of TP, North West Corner Method, Vogel's approximation method, least cost Method, MODI method for optimum solution	
<b>Unit-3 :Assignment Problems and its application in business world</b>	<b>5 hours</b>
Introduction to Assignment Problem, Mathematical form, Method of solution- Hungarian method, unbalanced assignment problem, restricted assignment problem, Applications of assignment problem in business, case study	
<b>Unit-4: Game Theory</b>	<b>5 hours</b>
Introduction of game theory, concepts, Two persons game, Zero sum Game, Strategy, Mixed Strategy game & Pure strategy games, Methods of solution, Maximin-Minimax principle, Probability Method, Graphical Method, Principle of Dominance	
<b>Unit-5: Queuing Theory</b>	<b>5 hours</b>
Introduction to queuing theory, concept of arrival pattern, Service Pattern, Queuing Discipline, Physical capacity of system, No of servers and multi- stage service, Application of Queuing Model: $M/M/1/\infty$ , Case Study	

**Continuous Assessment Pattern**

<b>Internal Assessment (IA)</b>	<b>Mid Term Test (MTE)</b>	<b>End Term Test (ETE)</b>	<b>Total Marks</b>
30	20	50	100

CO1	Identify and determine the concept of HRM by utilizing articles from different journals and leading business dailies. Discuss the importance and major functions of human resource management with students by quoting latest examples from industry and to help them to apply this knowledge for creative problem solving.
CO2	Illustrate the concept and importance of human resource planning and job analysis in the organization for effective functioning of HR processes in the organization.
CO3	Examine the nature and various sources of recruitment. Identify how recruitment is related to selection and training of employees and determine their role in improving organizational effectiveness.
CO4	Estimate various performance evaluation techniques used by organization and role of compensation management in organization effectiveness. This module also tried to make students familiar with the basic calculations used to generate cash in hand salary from annual cost to company (CTC).
CO5	Determine the role of industrial relations and examine how contemporary issues (like E-HRM, IHRM etc.) help organizations to transit from traditional to strategic business environment.
<b>Name of The Course</b>	<b>Human Resource Management</b>
<b>Course Code</b>	<b>MBDS_5015</b>
<b>Prerequisite</b>	OB
<b>Corequisite</b>	
<b>Antirequisite</b>	
	<b>L T P C</b>
	3 0 0 3

### Course Objectives:

Managing employees is at the heart of almost all the real-life management problems. A number of recent developments, including demographic changes in the labour force, increased global competition, experiments with new organizational arrangements, and knowledge work force issues have made human resource management increasingly important for organizations. The purpose of this course is to bring out issues involved in the management of human resources (HRM), both from current theory as well as practice.

### Course Outcomes:

#### Text Book (s)

1. Rao, V.S.P. (2013). Human Resource Management, Excel Publication, India.

#### Reference Book (s)

1. Desseler, G. and Varkkey, B (2013). Human Resource Management. Pearson Education.
2. Ashwathappa, K. (2017). Human Resource Management, Mc Graw hill Education, 8th Edition.
3. Agarwal, T. (2007). Strategic Human Resource Management, Oxford University Press, India.
4. Armstrong, M. (2006). Human Resource Management, Kogan Page.

<b>Unit-1 Introduction to HRM</b>	<b>5lecture hours</b>
Introductory Case: Enterprise Builds on People; Pg: 37 & 38 – Human Resource Management, K. Ashwathappa/ HR Article from Economic Times.	

Concept & Importance of HRM, Principles and functions of HR Manager. Strategic HRM, Traditional Vs. Strategic HR, System Approaches to HRM. Scope and functions of HRM; Brief overview of laws related HR like Payment of Wages Act, Gratuity, Trade Union Act. HR outsourcing.

Group Discussion: Turning Human Resources in Competitive Advantage.

**Unit II: Job Analysis and HR Planning**

**8 lecture hours**

Introductory Case: Arvind Suiting; Human Resource Management; Parvin Durai, Ch.4, Pg. 102-103.

Talent Acquisition, Importance and Process. The basics of Job Analysis, Process of Job Analysis; Methods for collecting Job Analysis Information.

Exercise: Preparation of Job Analysis Form.

Case Study: Banking Industry in India; Pg: 127-128, Human Resource Management; Sharon Pande & Swapanlekha Basak

Nature and Concept of HRP, Objectives and importance. Methods for HR Forecasting. Preparing Manpower Inventory and Succession Planning.

Discussion: HR Analytics and HRP: Pg. 126 - Human Resource Management; Sharon Pande

**Unit III: Recruitment, selection, training and development**

**12 lecture hours**

Introductory Case: Enron: A not so good ending to a good recruitment plan Pg: 178 – 179; HRM – Mary Gowan and David Leepak

Introduction to Recruitment. Internal and External Sources of Recruitment. Methods of Recruitment, Effective Recruiting.

Student Activity: Designing an employment advertisement for effective recruitment.

Introduction and Process of Employee Selection. Selection Methods, Selection Interviews, Placement and orientation.

**Unit-IV Performance Appraisal and Compensation Management**

**7 lecture hours**

Case Study: Performance Management at TCS: Pg. 498-499: Human Resource Management - Sharon Pande and Swapanlekha Basak

Introduction; Purpose of Performance Appraisal, The Performance Appraisal Process. Methods of Performance Appraisal, 360 Degree Feedback System, Problems in Appraisal. Essential Characteristics of Performance Appraisal, Potential Appraisal, Use of McKinsey 9 - box Matrix for Performance Management. Role Play: Confronting a necessary evil.

Case Study: Greentech India Ltd: Pg: 391 -392; Human Resource Management – Sharon Pande and Swapanlekha Basak.

Objectives and Nature of compensation, Components of a pay structure, CTC. Job Evaluation, Factors affecting compensation and choices in designing a compensation system.

Experiential Learning: Calculating Take Home Salary from CTC.

**Unit-V Contemporary issues in HR**

**8 lecture hours**

Introduction, Nature & Objectives of Industrial Relations, Factors Influencing IR, Significance of IR. Industrial Conflict, Forms of Industrial Disputes, Forms and Causes of Industrial disputes. Industrial Disputes handling Machinery.

Group Discussion: Is Industrial Relations Relevant in India Today?

E-HRM: E-Self- services; E-recruitment & Selection; E-Performance Management; E-Compensation Management; E-Training.

Introduction of IHRM, Host Country National, Parent Country National, Third Country, Approaches to IHRM (Ethno-centric, geocentric and polycentric)

Presentation on Research Paper: An Analysis of E-Human Resource Management Practices:  
A Case Study of State Bank of Pakistan.

**Continuous Assessment Pattern**

<b>Internal Assessment (IA)</b>	<b>Mid Term Test (MTE)</b>	<b>End Term Test (ETE)</b>	<b>Total Marks</b>
20	30	50	100

<b>Name of The Course</b>	<b>Business Research Methodology</b>			
<b>Course Code</b>	<b>MBDS5027</b>			
<b>Prerequisite</b>	Business Decision Making			
<b>Corequisite</b>				
<b>Antirequisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	2	0	0	2

### Course Objectives:

Information and Knowledge are indispensable tools for helping ensure the continuity and sustainability of any organization. They have to be acquired first and then assessed before they can be utilized in the decision-making process. This is where the usefulness of research methodology or business research lies. Through the application of careful scientific methods, and by using proven analytical and evaluative tools and techniques, corporate managers can acquire insights into issues which they can use to help them accomplish their organizational goals and objects, set correct priorities, adopt prudent strategies and approaches, handle risks and effectively and efficiently manage their resources.

This course gives a comprehensive knowledge to the subject of business research methods. It exposes students to different research approaches and methodologies in order to prepare students to solve a business problem in a systematic and logical manner. This course will assist students in identifying, discussing and formulating a research problem, in selecting and applying appropriate research approaches and methods of inquiry (both quantitative or qualitative), and in presenting their results to concerned stakeholder.

### Course Outcomes

<b>CO1</b>	Interpret business research and its application in various business decision making process by the identification of research problems and developing hypotheses to conduct research
<b>CO2</b>	Determine types of research design for solving business problems and discuss different methods of data collection for specific research purpose.
<b>CO3</b>	Determine different measurement techniques to address a research question or hypothesis and perform basic assessment of scale reliability and validity
<b>CO4</b>	Illustrate the process of identifying a target population and select a sample to conduct research
<b>CO5</b>	Analyze the results for collected information and data and presenting research report on the basis of data analysis for the research conducted

### Text Book (s) and Reference Book (s)

<b>RECOMMENDED TEXT BOOK</b>	<b>AUTHOR &amp; PUBLICATION</b>
Business Research Methods	Cooper & Schindler, 12 <sup>th</sup> Edition, McGraw-Hill , 2014



<b>SUPPLEMENTARY READINGS</b>	
Business Research Methods	Zikmund, Babin, Adhikari, Carr & Griffin, 8 <sup>th</sup> Edition, Cengage Learning.
Research Methodology : Concepts and Cases	Deepak Chawla & Neena Sondhi, Vikas Publication, 2014
Marketing Research	Naresh K. Malhotra & Satyabhushan Dash, 6 <sup>th</sup> Edition, Pearson India.
Marketing Research	Nargundkar, McGraw-Hill. 3 <sup>rd</sup> Edition

**Unit I: *Module I: Introduction to Business Research and Formulation of Research Problem***

**6 Lectures**

Introduction to Business Research, Introduction to Business Research, Scientific Enquiry: Inductive and Deductive logic, Literature Review-Identifying, accessing and managing sources of information and scholarly literature, Defining the Research Problem, Defining the Research Problem, Identification of variables – dependent, independent, moderating.

**Unit II: Design of Business Research and Data Collection Methods**

**6**

**Lectures**

Research Design: Definition, Formulation of Research Design, Classification of Research Design, Exploratory Research Design Simulation Exercises : On Focus Group and projective techniques, Descriptive Research Design, Causal Research Design, Primary and Secondary Data Collection: Qualitative and Quantitative methods, Methods of Qualitative Research-Content Analysis, Focus Group Interviews, Personal Interview Method, Depth interviews, Projective Techniques, Survey Research, Observation Methods, Experimentation

**Unit III: Measurement and Scaling**

**6 Lectures**

Concept of Measurement and Scaling: Primary scales of Measurement: Nominal Scale, Ordinal scale, Interval Scale, Ratio Scale, Types of Scaling Techniques: Single item and Multiple item, Types of Scaling Techniques: Comparative and non-comparative, Reliability – Split half, Cronbach's alpha, Questionnaire: Objectives of Questionnaire, Criteria and Procedure of Questionnaire Design, Pilot Testing of Questionnaire.

**Unit IV: Sampling Design and Data Preparation**

**6 Lectures**

Concept of Sampling, Population and Census Sampling Design, Probability Sampling Design & Non-probability Sampling Design, Determination of Sample Size, Potential Sources of Error: Sampling and Non-sampling, Data Processing: Fieldworker Validation, Data editing, Coding, Transcribing.

**Unit V: Data Analysis with SPSS and Report Writing**

**6 Lectures**

ANOVA, Correlation and Regression Analysis: Linear correlation, Pearson correlation coefficient, Simple linear Regression Model, Multiple Regression. Writing Research Report: Need for documentation, Types of Reports, Report structure, Report Writing, Referencing (APA Style).

**Continuous Assessment Pattern**

<b>Internal Assessment (IA)</b>	<b>Mid Term Test (MTE)</b>	<b>End Term Test (ETE)</b>	<b>Total Marks</b>
30	20	50	100

<b>Name of The Course</b>	<b>Organizational Design &amp; Dynamics</b>			
<b>Course Code</b>	<b>MBDS5033</b>			
<b>Prerequisite</b>	OB			
<b>Corequisite</b>	HRM			
<b>Antirequisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	3	0	0	3

**Course Objectives:** The objective of the course is twofold: first, to make the student understand the functioning of business organizations; and, second to introduce the basic concepts needed to design, implement and change the organizational structure of business organizations. This course also aims to help students to develop skills to analyze and address issues of firm performance and how managers affect it through strategy. Student will learn strategic analysis tools, including models and frameworks to help them diagnose organizational issues and make recommendations to improve or sustain performance.

### Course Outcomes

<b>CO1</b>	Students will be able to describe the nature, theory and complexities of organizations and develop understanding of different elements of organizational organization theory and its perspectives for real-time application.
<b>CO2</b>	Students will be able to demonstrate an understanding of the study of Organizational Strategy and Structure within a wider organizational context to understand the social and environmental implications of managing organizations structure, processes and design for applying organizational strategies for sustainable value creation.
<b>CO3</b>	Students will be able to apply organization design problems in Open System and develop an understanding of Internal Design Elements in organizations and recognize issues of managing the external environment and global environment.
<b>CO4</b>	Students will be able to develop skills and knowledge for Managing Organizational dynamic Processes related to Organizational culture and ethical values & Innovation and Change in both national and global environment.
<b>CO5</b>	Students will be able to apply Organizational Processes to the real world of organizations in Decision making processes and Handling Conflict power and politics.

### Text Book (s)

1. Organization Theory and Design- Richard L. Daft, Cengage Publication (Latest Edition)

### Reference Book (s)

1. **Organizational Theory, Design, & Change – Gareth R. Jones, Pearson Edu.**
2. **Organization Theory –Structure, Design and Applications –Stephen P. Robbins, Prentice Hall of India**
3. Organizational Behaviour- Andrzej Huczynski & David Buchanan, Financial Times-Prentice Hall (4<sup>th</sup> ed.)
4. **Understanding organizations: Organizational Theory and Practice in India - Madhukar Shukla, Prentice Hall of India.**
5. **Organizational Behavior and Analysis - Rollin son, D., Aysen Broad field, David J. Edwards, 2<sup>nd</sup> Edition, Addison Wesley.**

<b>Module I</b> <b>Hours</b>	<b>Introduction to organization theory</b>	<b>8</b>
<p>Organization theory in action. What is an organization? Perspectives on organizations: open systems and organizational configuration. Dimensions of organization design: structural and conceptual. The evolution of organization theory and design. Organizational Configuration: Mintzberg's organizational types, Efficient Performance Vs. Learning Organization: From Vertical to Horizontal Structure, From Routine Tasks to Empowered Roles, From Formal Control Systems to Shared Information, From Competitive to Collaborative Strategy, From Rigid to Adaptive Culture</p>		
<b>Module II</b> <b>Hours</b>	<b>Organizational Strategy and Structure</b>	<b>8</b>
<p>Approaches to Structural Design: Functional Divisional and Geographic designs, types of Organization structures, Strategy and Effectiveness: The role of strategic direction on organization design. A framework for selecting strategy and design/structure: Porter's competitive forces and Strategies, How Strategies Affect Organization Design, Other Factors Affecting Organization Design, Assessing organizational effectiveness, Effectiveness Approaches: Goal Approach, Resource-based Approach, Internal Process Approach</p>		
<b>Module III</b> <b>8 Hours</b>	<b>Open System and Internal Design Elements</b>	
<p>The external environment: The organization's environment, The changing environment: Simple – Complex dimensions, Stable – Unstable dimensions, Adapting to a changing environment, Framework from responses to environmental change: Inter-organizational Relationships: Organizational ecosystems, Inter-organizational framework, Resource Dependence, Collaborative networks, Designing organizations for the international environment,</p>		
<p>Manufacturing and Service Technologies: Core manufacturing organization technology, Core service organization technology, Non -core departmental design, Department design, Using IT for coordination and control, adding strategic value: Strengthening internal and external coordination, E-Business organization design, Organization size, life cycle and decline</p>		
<p><b>Case Study: Top Dog Software</b>  <b>Case Study: The Paradoxical Twins: Acme and Omega Electronics</b>  <b>Case Study: Acetate Department</b></p>		
<b>Module IV: Managing Organizational Processes</b>		<b>8 Hours</b>
<p>Organizational culture and ethical values: Organizational culture, Organizational design and culture, Organizational culture, Learning, and Performance, Corporate culture and Ethics in a Global environment,</p>		

Innovation and Change: Strategic role of change, elements for successful change, Technology change, Strategies for implementing change

**Case Study: Change and more change at Pantaloon Retail (Organization Theory, Design and Change- Jones & Mathews (page 27)**

**Case Study: Implementing Change at National Industrial Products,**

**Module V Managing Organizational Processes**

**8 Hours**

Decision making processes: Individual decision making, Organizational decision making, Organizations Decisions and change, Conflict power and politics: Intergroup Conflict in organizations, Power and Organizations, Political processes in Organizations.

**Simulation Exercise**

**Case Study: Decision oriented organization**

**Case Analysis: The Daily Tribune**

**[http://tata.com/pdf/tata\\_review\\_aug\\_11/review\\_decision\\_oriented.pdf](http://tata.com/pdf/tata_review_aug_11/review_decision_oriented.pdf),**

#### **Continuous Assessment Pattern**

<b>Internal Assessment (IA)</b>	<b>Mid Term Test (MTE)</b>	<b>End Term Test (ETE)</b>	<b>Total Marks</b>
30	20	50	100

Course Outcomes (COs)	
CO1	Summarize the basic concepts of Management Accounting
CO2	Examine management accounting techniques for planning and control to built decision making regarding how to cut cost productively
CO3	Summarize the components of Prime cost and Factory cost.
CO4	Construct a Cash Flow statement for analysing the closing cash balance
CO5	Outline the Budgetary control procedure and its preparation.
<b>Name of The Course</b>	<b>Management Accounting and Decision Making</b>
<b>Course Code</b>	<b>MBDS 5034</b>
<b>Prerequisite</b>	
<b>Corequisite</b>	
<b>Antirequisite</b>	
	<b>L T P C</b>
	2 0 0 2

**Course Objectives:** This course focuses on decision facilitating information for improvement in specific decisions such as to set better prices, to cut costs productively, or to make better allocation of resources and has crucial managerial uses for planning, implementing and controlling the firm's activities. This course, thus, incorporates the analysis and effect of all relevant information for improvement in specific managerial decisions.

### Course Outcomes

#### Text Book (s)

1. Arora, M. N. (2012). A Textbook of Cost and Management Accounting, New Delhi
2. Drury, C. (2012). Management and Cost Accounting, , Cengage Learning India Pvt Ltd., New Delhi, 7/e:
3. Maheshwari, S. N. & Mittal S.N. (2003). Cost Accounting – Theory and Problem, Shri Mahavir Book Depot, New Delhi, 21/e.
4. Lal, J. & Srivastava, S. (2008). Cost Accounting, Tata McGraw Hill Publication, New Delhi.

#### Reference Book (s)

1. Gowda, J. M. (2001). Advanced Cost Accounting. Himalya Publishing House, 1/e.
2. Horngren, C. T., Sundem, G. L., & Stratton, W. O. (2009). Introduction to Management Accounting, Delhi: Pearson Education.

#### **Unit I: Introduction to Management and Cost Accounting 6 hours**

Management Accounting and Decision making, Role of Cost accounting and Financial Accounting; Management Accountant role in implementing strategy; Cost Accounting Terms: Meaning of the terms like cost, cost unit etc., Cost Classification, Cost Element and Cost Sheet, Cost Element and Cost Sheet; Cost terms used for strategic decision making (Direct and indirect; Cost control, cost reduction and cost management; Operating Costing: Meaning; utility; cost calculation for service organizations, Activity Based Costing: Concept & Relevance; Transport Costing

#### **Unit II: Decision Making**

**6 hours**

Marginal Costing & Tactical Decisions; Make or Buy Decision Outsourcing Decision; Relevant Costing: Absorption & Contribution; Target costing and Cost plus Pricing

**Unit III: Cost Control**

**8 lecture hours**

Variance Analysis: Meaning, relevance of variance analysis and types of variances; Cost Variances: costing standards; various types of cost variance; Factors responsible and measures to control variances; Labor Variance: Meaning, types and computation; Material Variance: Meaning, types and computation; Overhead Variance: Meaning, types and computation

**Unit IV: Responsibility Accounting**

**8 lecture hours**

Responsibility Accounting: Concept, Importance and Limitations, Types of Responsibility Centres and Their nature; Performance Measurement Criteria of different Responsibility Centers; Control ratios, concept of standard hour, efficiency ratios; Budget Reports, essentials of a good budget report, various concepts of capacity; Zero Based Budgeting.

**Unit V: Break-even and CVP analysis**

**12 hours**

CVP assumptions and terminology; Concept of contribution margin, Breakeven point computation; Key Factor, CVP Analysis for Sale Mix; Application of CVP Analysis; Opportunity, outlay and differential cost and analysis; Make or buy decisions, discontinuance of a product decisions; Optimal use of limited resources - product mix decisions; Sell or process further decisions, introduction of new product; Fixed vs. flexible budgets, Zero Base budgeting, types of budgets (sales, capital, operating expenses budgets etc.); Operating Budget, expenses budget, cash budget, Master Budget; Operating Budget, expenses budget, cash budget, Master Budget; Standard costing and variance analysis - Standard costs and estimated costs, variances analysis (material and labour); Budgeting and Variance Analysis; Management Control System & Responsibility Accounting.

**Continuous Assessment Pattern**

<b>Internal Assessment (IA)</b>	<b>Mid Term Test (MTE)</b>	<b>End Term Test (ETE)</b>	<b>Total Marks</b>
30	20	50	100

<b>Name of The Course</b>	<b>ENTREPRENEURSHIP</b>			
<b>Course Code</b>	<b>MBDS6004</b>			
<b>Prerequisite</b>				
<b>Corequisite</b>				
<b>Antirequisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	2			

### Course Objectives:

Through this course, the students would gain an insight in to the management of processes of innovation and entrepreneurship, particularly, the process of opportunity recognition, resources mobilization, venture development and commercialization of innovations. The students would also acquire the necessary skills and knowledge to take effective decisions in the field of entrepreneurship and innovation. This course of entrepreneurship and innovation is concerned with the key issues relating to the management of innovation and growth of a new and/or established venture. The course will focus on various aspects of innovation and their successful commercialization through entrepreneurship and by developing an innovative and entrepreneurial culture. The focus would also be on the practical side through exercises to enable students in becoming more creative and innovative in practicing their ideas and innovations. There are different aspects like appropriate marketing strategies, supportive culture, customer-orientation, entrepreneurial focus which need to be understood by students to be able to manage an innovative and entrepreneurial organization. The course also offers students an opportunity to examine their own creative and entrepreneurial potential through creative and risk taking exercises

### Course Outcomes

<b>CO1</b>	Develop understanding of the concept of innovation and entrepreneurship along with the entrepreneurial process and strategy.(K2)
<b>CO2</b>	Equip students with the necessary skills and knowledge towards opportunity identification & selection followed by business plan development.(K3)
<b>CO3</b>	Appraise their knowledge in managing new ventures, from early stage to growth and other relevant functional concepts, methods and techniques in an innovative context.(K3)
<b>CO4</b>	Analyze the various issues and aspects of managing new ventures, from early stage to growth and other relevant functional concepts, methods and techniques in an innovative context
<b>CO5</b>	Create a mindset among students about how to start a new venture.(K6)

### Text Book (s)

1. Kuratko Donald F. & Rao, T.V. (2017), Entrepreneurship in the New Millennium, First edition, Cengage Learning.

### Reference Book (s)

1. Managing Innovation: Integrating Technological, Market and Organisational Change Tidd, J. and Bessant, J., 4th Edition, John Wiley & Sons.
2. Entrepreneurship: Successfully Launching New Ventures Barringer (2008), Pearson Education Publishing.
3. Entrepreneurship and Innovation in Corporations Morris Michael H. Kuratko, Donald F. & Covin Jeffrey G.(2008), Cengage Learning



<b>Unit I: Understanding Entrepreneurship and Entrepreneur</b> Meaning & importance of entrepreneurship, Myths of entrepreneurship, the entrepreneurial economy, scope of entrepreneurship & entrepreneurial career, Entrepreneurship as a mindset, the Entrepreneur and characteristics of a successful entrepreneur, understanding and developing entrepreneurial motivation, Research paper- Startup India- A New Paradigm For Young Entrepreneurs, Entrepreneurial schools-of-thought: Macro and Micro view of entrepreneurial school of thoughts of entrepreneurship, The process approaches to entrepreneurship , Entrepreneurial Exercise to understand individual's entrepreneurial potential.	<b>5 lecture hours</b>
<b>Unit II: Decision Making</b> Understanding creative Ideas, role of creativity and innovation in entrepreneurship, and creative problem solving The process of creativity and its nature, sources of creativity, Idea generation techniques, developing creativity and creative climate, Understanding Innovation, types of innovation, and dimensions of innovation ,entrepreneurial Innovation at google_publishedversion.pdf, Sources of innovation, principles of innovation, The Innovation Process, simplified model of innovation process, <a href="https://www.youtube.com/watch?v=19sNGnxMEXE">https://www.youtube.com/watch?v=19sNGnxMEXE</a> , The process of managing innovation, core abilities in managing innovation.	<b>7 lecture hours</b>
<b>Unit III: Understanding Opportunity and Developing Business Plan</b> Idea vs. Opportunity, sources of opportunities, assessment and selection of opportunities, Details of feasibility analysis: product feasibility, market feasibility, Organizational and financial feasibility analysis, Environmental assessment for new ventures, The economic and regulatory environment, Environmental assessment for new ventures, The economic and regulatory environment , Growing with opportunities: concept of business model and its importance, components of an effective business model ,Case Study: Netflix: Great idea, but will the business model work?, The business plan and its components, Writing an effective business plan.	<b>7 lecture hours</b>
<b>Unit IV: Entrepreneurial Issues: Launching New Ventures &amp; Managing Growth</b> Forming a new venture team, qualities of founder/ founders, recruiting and selecting employees, Case Study: Nokia: how one company built its brand, Types of business ownership structures, choosing a right form of business ownership structure, <a href="https://www.entrepreneur.com/article/200516">https://www.entrepreneur.com/article/200516</a> , Dealing with the legal issues of a new venture creation, IPR and related issues, encouraging and protecting new ideas, An overview of laws concerning entrepreneurs, exploring the financial sources for entrepreneurial ventures ,Attributes of a successful growing firm, the integration of entrepreneurial and strategic action, ,Understanding entrepreneurial strategy matrix model , Venture typical life cycle.	<b>6 lecture hours</b>
<b>Unit V: Developing Innovative &amp; Entrepreneurial Organization</b>	<b>11 lecture hours</b>

Developing Innovative and Entrepreneurial Organization: elements of entrepreneurial culture, component of an innovative organization , Integrating entrepreneurship with strategy & managing innovation strategically, factors that encourage or discourage innovation, The innovation planning process and key implementation issues in innovation, Stage gate process for new product development, Development funnel model for new product development, and Commercialization of Innovation. Entrepreneurial Innovation at Google.

[http://www.albertosavoia.com/uploads/1/4/0/9/14099067/entrepreneurialinnovationatgoogle\\_publishedversion.pdf](http://www.albertosavoia.com/uploads/1/4/0/9/14099067/entrepreneurialinnovationatgoogle_publishedversion.pdf).

### **Continuous Assessment Pattern**

<b>Internal Assessment (IA)</b>	<b>Mid Term Test (MTE)</b>	<b>End Term Test (ETE)</b>	<b>Total Marks</b>
30	20	50	100

<b>Name of The Course</b>	<b>Operations &amp; Supply Chain Management</b>			
<b>Course Code</b>	<b>MBDS 5032</b>			
<b>Prerequisite</b>	<b>Basics of Operations management, Statistical concepts,</b>			
<b>Corequisite</b>	<b>Analysis based on Operations research</b>			
<b>Antirequisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	3	0	0	3

**Course Objectives:**

This course is designed to equip students with a sound conceptual understanding of the role that Operations Management processes play in understanding productions and services concepts today. The course aims to provide a comprehensive overview of Operations Management & Supply chain concepts, methods, and applications. Upon completion, students will be able to use operations concepts, quality issues, logical analysis and analytical techniques to study the behaviour of a system in relation to its overall working as resulting from its functionally interconnected constraints, whose parameters are recognized, quantified to the extent possible, and alternative decisions are derived.

**Course Outcomes**

<b>CO1</b>	To describe the basic concepts of the Operations Management and its resources utilization.
<b>CO2</b>	To identify the applications of forecasting and Inventory control in supply chain management.

<b>CO3</b>	To analyse and understand Operations planning techniques and schedule for the long term and short term horizon.
<b>CO4</b>	To utilize the conceptual understanding of Quality management, Quality issues- tools and Quality Control mechanism.
<b>CO5</b>	Explain Integration of theory and application in various functional areas through interdisciplinary approach.

**Text Book (s)**

Operations Management: William J Stevenson, McGraw Hill Education

**Reference Book (s)**

1. Operations & Supply Chain Management Chase, Jacobs & Shanker, McGraw Hill Education
2. Productions and Operations Management Kanishka Bedi, Oxford Higher Education
3. Operations Management Norman Gaither and Greg Frazier, Thomson Learning
4. Productions and Operations Management S N Chary, Tata Mc. Graw Hill
5. Productions and Operations Management Upendra Kachhru, Pearson Education Ltd
6. Productions and Operations Management Adam, Everett E & Ronald J. Ebert, Prentice Hall

**Unit-1 ; Introduction to Operations Management & Resource utilization: Concepts (11 Lectures)**

Basic Concepts of Operations Management  
 Manufacturing and Service Systems; Transformation Process  
 Product Design and its uses  
 Process Design & Service Design selection  
 Service Characteristics, Classification Matrix, SERVQUAL, 5S  
 Job Design and work Measurement  
 Manufacturing/Service Process selection, BPR  
 Facility Capacity, Decision tree analysis on capacity & location decision  
 Facility Location & Layout  
 Assignment model in layout planning  
 Case Study: - Honda's Mixed Model Assembly Lines,  
 Narayana Hrudayalaya

**Module II: Forecasting and Inventory Control in supply chain(10 Lectures)**

Forecasting in operations and supply chain  
 Introduction to Time-series forecasts  
 Time series analysis  
 Extrapolative methods I and Forecasting Error  
 Introduction to Inventory Management  
 Various costs involved in inventory management  
 EOQ Models of Inventory Management  
 Analysis of EOQ Models in Inventory Management

Inventory Control and Supply Chain Management  
Case Study:

**Module III: Operations Planning and Schedule**

**(6 Lectures)**

Aggregate Sales and Operations Planning  
Aggregate planning Techniques  
Material requirement Planning  
Improvements in the MRP system  
Lot Sizing in MRP Systems  
Case Study:

**Module IV: Quality Management and Control**

**(8 Lectures)**

Nature of Quality, Evolution of Quality Management  
Modern Quality Management, Total Quality Management  
Statistical Concepts in Quality Control  
Analysis of Statistical Quality Control tools  
Acceptance Sampling  
7 QC Tools, Introduction to Six Sigma  
7 QC Tools, Introduction to Six Sigma  
Quality Function Deployment, Quality issues in Services

**Module V: Supply Chain Management and its strategy**

**(5 Lectures)**

Concept of Supply Chain Management, Contemporary Issues in Operations and Supply Chain Management  
Supply Chain Strategy  
Measuring Supply Chain performance  
Framework for Operations Strategy Formulation  
Case discussion of Supply Chain Management

**Continuous Assessment Pattern**

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
20	30	50	100

<b>Name of The Course</b>	Introduction to ERP and MIS			
<b>Course Code</b>	MBDS 5031			
<b>Prerequisite</b>	Basic understanding of Information systems			
<b>Corequisite</b>	None			
<b>Antirequisite</b>	None			
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	3	0	0	3

### Course Objectives:

- To understand basic applications and system integration in ERP systems.
- To understand the concept of ERP system designing and system development.
- To analyze and understand the possible threats and security issues of information systems.

### Course Outcomes

<b>CO1</b>	Analyze the historical aspects of ERP evolution and apply in ERP integration process.
<b>CO2</b>	Analyze and evaluate existing ERP architectures and try to creating new ones to solve complex problems.
<b>CO3</b>	Analyze and evaluate various ERP development life cycles from customer perspective and developers as well to attain organizational goals.
<b>CO4</b>	Analyze the significance of effectiveness of information system as a function of cost, value, performance and positioning.
<b>CO5</b>	Analyze the essentials and importance of security, privacy, and ethical issues as they relate to information systems.

### Text Book (s)

1. Laudon & Laudon, "Management Information System", Pearson Education, 13th Edition 2018
2. Enterprise Systems for Management by LuvaiMotiwalla, Guido Tabelliniad, Jeffrey Thompson, Pearson

### Reference Book (s)

1. Management Information Systems, James A. O'Brian, George M Marakas, Ramesh Behl, McGraw-Hill, Ninth Edition
2. ERP in Practice: ERP Strategies for Steering Competence & Competitive Advantage by Jagannathan Vamanan, 2007, TMH

<b>Unit-1 Introduction to Enterprise Systems and IS</b> <b>7 hours</b>
ERP Systems, What is ERP, Evolution of ERP, Role of ERP in Business, System components, ERP architecture, Benefits and limitations of ERP, ERP Implementation, ERP life cycle, Implementation strategies, Software and vendor selection, BPR, ERP Vendors (Key Vendors, Software Extensions and Trends) [HBS Case An ERP Story], Information system types and benefits
<b>Unit-2 ERP Systems Architecture</b> <b>10 Hours</b>

Systems Integration (Functional Silos, Horizontal and Vertical silos, Business Processes and Silos), Logical versus Physical SI, Integration steps, Benefits and limitations, ERP and its role in Logical Integration and Physical Integration), ERP architecture, ERP Layered Architecture, Two-tier architecture, benefits and limitations, Web based architectures, Service oriented architectures), ERP Modules, Production Module, Purchasing Module, Inventory Management Module, Sales and Marketing module, Finance Module, HR Module, Miscellaneous modules, Case Study : NetSuite Inc.

**Unit-3 ERP and MIS Implementation** **7**  
**Hours**

SDLC (Traditional versus Rapid SDLC), ERP implementation life cycle (Implementation Plan, Implementation methodology, Traditional ERP life cycle, Rapid ERP Lifecycles, steps of IS development process, Business Systems Planning, water fall model, Prototyping model of development, Rapid Application Development

**Unit-4 MIS for business Effectiveness and Decision making** **9**  
**Hours**

IS for sales and marketing, components of Marketing Information systems, Sales support systems, Customer systems, Information systems for HR- Recruitment and selection, Training and development, Information systems for HR- Employee Relationship, Role of DSS, Components of DSS, Use of DBMS, Impact of IS in business effectiveness, Tangible versus Intangible returns, Evaluating the impact on effectiveness

**Unit-5 Information system Security Management**  
**8 Hours**

Security threats to IS, Security Policy and enforcement, Security Management Standards and Global Practices, Methods of securing IS, Security access control systems and technologies, Security Risk Management Framework, case study on recent security issues in IS

### Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

<b>Name of The Course</b>	<b>Project Management</b>			
<b>Course Code</b>	<b>MBDS 6007</b>			
<b>Prerequisite</b>	<b>Financial ratio analysis, Statistical concepts</b>			
<b>Corequisite</b>	<b>Probability concepts</b>			
<b>Antirequisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	3	0	0	3

**Course Objectives:**

This course provides an introduction to the fundamental issues and basic techniques of Project Management. The course introduces Project Management: Tools and Techniques, Project Selection Process, Process and Techniques of Demand Forecasting, Analytical decisions in Project Management; Time Value of Money & Investment Criteria, Project Pricing, Project Risk Management, Decision Tree in Project Management, Basics of network analysis, Concepts of CPM, PERT, Resource levelling and resource constraints.

**Course Outcomes**

<b>CO1</b>	Explain the basics of Projects and Identify the need of Project Management (PM).
<b>CO2</b>	Explain the various theories and tools of project capital expenditure decisions.
<b>CO3</b>	Analyze the different forecasting technique in Project Execution.
<b>CO4</b>	Apply different tools and techniques in solving different type of risk associated with Project Management.
<b>CO5</b>	Calculate time-analysis results for time management of projects

**Text Book (s)**

Project Management, Prasanna Chandra, Mc. Graw Hill, 2018 (9<sup>th</sup> edition)

**Reference Book (s)**

1. Project Management: Samule J Mantel, Jr, Jack R. Meredith, Scott M. Shafer, Margaret M, Sutton with M.R. Gopalan, Wiley India Pvt. Ltd.
2. Lewis, R., Project Management, McGraw-Hill, 2006, ISBN 0-07-147160-X.
3. Project Management: A Managerial Approach, Jack R. Meredith, Samuel J. Mantel Jr. Wiley India Pvt. Ltd.
4. Levy, F. K. and Wiest, J. D., A Management Guide to PERT/CPM, Prentice Hall, 1969, ISBN-10: 0135485118 | ISBN-13: 9780135485118.



**Module I: Introduction to Project Management: Concepts (12 lectures)**

Introduction to Project Management.  
Uses, scope and applications of Project Management in managerial decision-making.  
Characteristics of Projects  
Classification of Projects: National & International  
Project Management: Tools and Techniques  
Project Management: Tools and Techniques  
Roles and Responsibilities of Project Manager.  
Key decisions in project management; Time Value of Money  
Time Value of Money: Numerical examples  
Behavioural aspects of Project Management  
Project Life cycle, Project Selection Process  
Case study: Pan Europa Foods S.A.

**Module II: Capital Expenditure Decisions (10 lectures)**

Meaning and features of capital budgeting decisions  
Meaning and features of capital budgeting decisions  
Importance of capital budgeting decisions  
Kinds of capital expenditure decisions  
Capital expenditure budgeting process  
Criteria of capital budgeting: NPV  
Criteria of capital budgeting: IRR  
Criteria of capital budgeting: Payback Period  
Resource allocation framework  
CASE: Gujarat Auto by Eric Woodcock

**Module III: Market Demand Analysis (8 lectures)**

Information required for marketing and demand analysis  
Information required for marketing and demand analysis  
Secondary sources of information  
Market survey  
Demand forecasting, Uncertainties in demand forecasting  
Coping with uncertainties: Technical and Financial Analysis  
Technical and Financial Analysis  
Mini project on Forecasting of a particular Share

**Module IV: Determination of Risk factors (5 lectures)**

Analyses of Project Risk  
Market Risk and Firm Risk  
Social-Cost benefit analysis: Need for social cost benefit analysis

Need for social cost benefit analysis, : UNIDO approach, Little-Mirrless approach  
Student presentation on Capital budgeting Technique

***Module V: Network Analysis***

***(5 lectures)***

Introduction to Project CPM /PERT

Rules for drawing the network diagram.

Application of CPM and PERT techniques in project planning and control.

Illustration by taking numerical examples (on CPM and PERT).

CASE: Top Line Arena by Eric Woodcock (Page no-380)

**Continuous Assessment Pattern**

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
20	30	50	100

<b>Name of The Course</b>	Strategic Management			
<b>Course Code</b>	MBDS6003			
<b>Prerequisite</b>				
<b>Corequisite</b>				
<b>Antirequisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**Course Objectives:**

- To identify the forces influencing on corporate and business strategies
- To analyse the importance of social, economic and political forces; and technological and
- Investigate the impact of internationalisation on strategy making
- To be critically aware of factors involved in strategy making
- To assess the resources and constraints for strategy making in a business context

**Course Outcomes**

<b>CO1</b>	Determine the strategic decisions that organisations make and have an ability to engage in strategic planning.
<b>CO2</b>	Identify strategic issues and relevant external and internal factors that need to be addressed by the company.
<b>CO3</b>	Formulate appropriate and innovative strategies and programs/action plans to address the strategic issues and to achieve the company's objectives
<b>CO4</b>	Determine the important role that organizational structure plays in the setting and implementation of an organisation's strategy.
<b>CO5</b>	Determine the concept of corporate decision making and corporate governance.

<b>TEXT BOOK</b>	<b>AUTHOR AND PUBLICATIONS</b>
Strategic Management	Hitt Michael A, Ireland R. Duane, Hoskisson Robert E., Manikutty S., 9th Edition, Cengage Learning, New Delhi
<b>REFERENCE BOOKS</b>	
Strategic Management and Business Policy	Thomas L. Wheelen and J. David Hunger, 11/e Pearson, New Delhi
Strategic management	Text and cases Dess, Lumpkin and Eisner, 3rd Edition, Tata Mcgraw Hill, New Delhi
Strategic management : Concepts and Cases	David, Fred R., 13th edition, Pearson Education Inc., 2011
Strategic management	Kazmi, Azhar and Kazmi, Adela, 4th Edition, McGrawHill, New Delhi
Exploring Corporate Strategy	Jhonson, Scholes and Whittington, 7th Edition, Pearson, New Delhi

Crafting and Executing Strategy	Thompson, Strickland, Gamble, and Jain, Tata Mcgraw Hill, New Delhi

<b>Unit-1</b>	<b>8 hours</b>
Introduction to strategy – meaning, importance, Strategic Management, Strategic Management Process, The I/O Model of Above-Average Returns, The Resource- Based Model of Above-Average Returns. Vision and Mission Statements: Importance for firms, Characteristics of good Vision and Mission statements. The I/O Model of Above-Average Returns, The Resource- Based Model of Above-Average Returns, Stakeholders in business, Classifications of Stakeholders.	
<b>Unit-2</b>	<b>9 hrs</b>
Business environment, External Environmental Analysis- Segments of the General Environment,. Industry Environment Analysis; Five Forces Model of Industry analysis, Competitor Analysis, The Internal Organization: Resources, Capabilities, Core Competencies, and Competitive Advantages, Four Criteria of Sustainable Competitive Advantage, VRIO Framework, Value chain analysis.	
<b>Unit-3</b>	<b>8 hrs</b>
Corporate level strategies – Growth, Stability, Retrenchment. Business-Level Strategies - Cost-leadership Strategy, Differentiation strategy and Focus Strategy.	
<b>Unit-4</b>	<b>8 hrs</b>
A Model of Competitive Rivalry, Organizational Structure and strategy, Types of Organizational Structures, Simple Structure, Functional Structure and Multidivisional Structure Matches between Strategy and Structure; Matches between Business-Level Strategies and the Functional Structure.	
<b>Unit-5</b>	<b>7 hrs</b>
Corporate Governance: Theory of Corporate Governance- Agency Relationships, Corporate Governance Mechanisms, Strategic Leadership, Strategic Leadership Actions.	

**Continuous Assessment Pattern**

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

<b>Name of The Course</b>	Service Marketing			
<b>Course Code</b>	MBMK 6011			
<b>Prerequisite</b>	None			
<b>Corequisite</b>	None			
<b>Antirequisite</b>	None			
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	3	0	0	3

### Course Objectives:

To develop an understanding of services and service marketing with emphasis on various aspects of service marketing which makes it different from goods marketing.

To explore the dimensions of successful service firm and how outstanding service organizations are managed differently.

To study service management from an integrated view point with focused customer satisfaction.

To integrate various operation, marketing, strategy, information technology and organizational issues.

To help students discover entrepreneurial opportunities.

### Course Outcomes

<b>CO1</b>	To introduce the concept of services to students, create a background for the growth of service sector in India and discuss the different characteristics of services and their implications. This module also gives understanding of tangible & intangible elements of services.
<b>CO2</b>	To understand the customer behaviour and the factors influencing it. This module gives understanding of expectations analyse nature of service consumption and consider how firms should manage encounters, the segmentation bases, processes and the way services are positioned in the competitive market.
<b>CO3</b>	Elements of the 7Ps, which gives view those four elements of traditional marketing mix (product, price, place & promotion are controllable variables. The focus is on effective combination of these four components for competitive edge in getting preference by the target market.
<b>CO4</b>	Extended focuses on 3 Ps elements of the 7Ps related to service. This module focuses on three additional components of marketing mix of service organisations-physical evidence, people & Process. This module also covers service blueprint which is an operational planning tool that provides guidance on how a service will be provided, specifying the physical evidence, staff actions, and support systems / infrastructure needed to deliver the service across its different channels.
<b>CO5</b>	This module covers the issues in implementation of effective services marketing strategies. It emphasizes on the importance of carefully choosing target segments to build and maintain their loyalty through well-conceived relationship marketing strategies. This Module also aims at enabling students in handling complain & service recovery effectively.

### Text Book :

- Services Marketing: People, Technology, Strategy - Christopher H. Lovelock and Jochen Wirtz, fifth edition. Upper Saddle River, NJ: Prentice Hall, 2004

**Reference Book :**

- Services Marketing and Management- Audrey Gilmore,, Sage publications, 2<sup>nd</sup> edition, 2003
- Services Marketing Management: A strategic perspective-Hans Kasper, Piet van Helsdingen, Mark Gabbott, 2<sup>nd</sup> edition, Wiley publications, 2006
- Service-Marketing : Text and Cases- Harsh V.Verma,Pearson Education India; 2 edition (2011)
- This is Service Design Thinking: Basics, Tools, Cases- Marc Stickdorn, Jakob Schneider, John Wiley & Sons; Reprint edition (9 March 2012)

<p><b>Unit-1 Introduction</b> <b>9 hours</b> <i>Foundations of Services Marketing</i></p>
<p>Introduction : Definition of Services, Distinct Aspects of Service's,Service products, Introduction to Service Marketing. Characteristics of services, Classification of services.Marketing implications of service characteristics. Introduction to service marketing mix elements: Product, price, place, promotion, people, physical evidence and process. Growth Drivers of services.</p>
<p><b>Unit-2</b> <b>9 hours</b> <i>Managing Consumer behaviour in services</i></p>
<p>Basic concepts; Service encounters; Introduction to service quality model, role theory, script theory and Theatre model of consumer Behaviour. High and low contact service encounters. The purchase process for services. Segmentation &amp; Service Positioning.</p>
<p><b>Unit-3</b> <b>8 hours</b> <i>Key Elements of Services Marketing</i></p>
<p>Product elements ;Flower of service, Revenue Management, Pricing,4 P's, New Service Development, Service Branding, Promotion and education(communications strategy), Service distribution: Flower of service; Distribution of Core and supplementary services.</p>
<p><b>Unit-4</b> <b>8 hours</b> <i>Managing the Service</i></p>
<p>Core &amp; Supplementary Elements, Service distribution: Franchising,Foundation of pricing strategy &amp; ethical concerns in service pricing. Designing and managing Service Processes. Balancing Demand and productive capacity. The Service Environment. Managing People</p>
<p><b>Unit-5</b> <b>6 hours</b> <i>Implementing profitable service strategies</i></p>
<p>Managing Relationships with customers. Building Customer Loyalty. Complaint Handling and service recovery, Service Guarantees, Service Quality, Service productivity, Service Leadership, Student presentations.</p>

### Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

<b>Name of The Course</b>	Digital & Social media Marketing			
<b>Course Code</b>	MBMK6013			
<b>Prerequisite</b>	Marketing Management			
<b>Corequisite</b>				
<b>Antirequisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

### Course Objectives:

#### Course Outcomes

<b>CO1</b>	Construct basics of the digital marketing tool kit to apply the core concepts associated with digital marketing and assess the role that digital marketing can play in business strategy.
<b>CO2</b>	Outline the key terms associated to digital marketing mix including, E-commerce, E-business, E-consumer behavior, E-business models and various media used in Digital Marketing
<b>CO3</b>	Examine the principles of consumer psychology to content in the digital age, Content strategies that engage consumer's tactical decisions in digital marketing environment.
<b>CO4</b>	Display a willingness to prepare the digital marketing plan, to reach your online target market and develop SEO, SEM techniques and use of affiliate marketing for entrepreneur skills
<b>CO5</b>	Summarize the functions of Social Media Marketing, mobile marketing, data analytics and select solutions appropriate to the needs of the organizational ethics, and teamwork for sustainable development.

#### Text Books

1. Chaffey, Dave and Ellis-Chadwick, Fiona. Digital Marketing: Strategy, Implementation and Practice. Pearson, 5<sup>th</sup> International Edition, 2014 (CEF).
2. Seema Gupta. Digital Marketing. McGraw Hill Education, 1<sup>st</sup> Edition, 2018.
3. Eric, Greenberg and Alexander, Kates. Strategic Digital Marketing. McGraw Hill Education, 1<sup>st</sup> Edition, 2016.
4. Strauss, Judy and Frost. E-Marketing Pearson, 7<sup>th</sup> Edition

#### Reference Books

6. Damian Ryan, Calvin Jones and Ryan Damian. Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation KOGAN PAGE, 2012.
7. Juon, Greling & Buerkle. Internet Marketing Start to Finish: Drive measurable, repeatable online sales with search marketing, usability, CRM, and analytics. Pearson Education 1<sup>st</sup> Edition, 2012 (JGB).
8. Rafi. Internet Marketing: Building Advantage in a Networked Economy. Tata

### **Unit-1 Introduction**

An introduction to Digital Marketing, How internet works, Internet Characteristics, E-Business, E-commerce, E-marketing/ internet Marketing, Applications of Digital Marketing, Digital Marketing Platforms, key Communications Concepts for Digital Marketing, Aligning Internet with business objectives, Modern digital consumer behavior, Traditional marketing vs Digital Marketing, Case study.

### **Unit-2**

Digital Marketing Mix: Product, price, place, People, Process & Physical Evidence, Digital Marketing Mix: IMC, Digital Marketing Communication IMC approach, **Owned Media** , website, blogs, email, text messaging , **Paid media**, Display ads, Sponsorships, Mobile ads, Display ads, Social media ads, paid search, **Earned media**: Viral marketing, Social site discussion, Ratings and reviews, Case study.

### **Unit-3**

Managing Content in Digital Age, What is content? Why is it important? The 70/20/10 Content Planning Model, Building A website that Generates Results, Website building process, Tactics for Conversion, Measurement and Analytics, Importance of Content Marketing.

### **Unit-4**

Basics of Search Engine Optimization, Elements of Search Engine, How Do Search Engines Work? What is a SEO Algorithm? SEO Techniques, A search engine friendly website structure, Search Engine Marketing, Basics of Search Advertising and Online Advertising, AD ranks, Quality score. The Elements of a Search Ad, Difference between Online Advertising and Search Advertising, Online Advertising Objectives, Types of Display Adverts, Payment Models for Display Advertising, Getting Your Ads Online, Targeting and Optimizing, Challenges of Online Advertising, Advantages of Online Advertising, The



Future of Online Advertising. Introduction to Affiliate Marketing, The Building Blocks of Affiliate Marketing, Setting Up a Campaign,

**Unit-5**

Designing brand tracking studies: What to track, How to conduct tracking studies, How to interpret tracking studies. Brand extensions, Managing brands over time: Brand reinforcements, Brand revitalization. Case study-5.

**Continuous Assessment Pattern**

<b>Internal Assessment (IA)</b>	<b>Mid Term Test (MTE)</b>	<b>End Term Test (ETE)</b>	<b>Total Marks</b>
30	20	50	100

<b>Name of The Course</b>	Marketing Research			
<b>Course Code</b>	MBMK6002			
<b>Prerequisite</b>	Marketing Management			
<b>Corequisite</b>	None			
<b>Antirequisite</b>	None			
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	3	0	0	3

**Course Objectives:**

Marketing research is an important component of managerial decision-making. A wide range of strategic and tactical decisions for successful run of a firm requires valid and reliable information. The tools and techniques of marketing research allow managers to obtain valuable information about customers, competitors, and the market environment. It is imperative that managers understand research methods and data analysis so they can judge the appropriate use of market research information and understand its decision value.

**Course Outcomes:**

<b>CO1</b>	Explain the significance of marketing research and differentiate between various types of researches.
<b>CO2</b>	Define the problem specifically and develop research objectives and research design.
<b>CO3</b>	Determine the various statistical techniques that can be used for quantitative research.
<b>CO4</b>	Demonstrate the use of a number of latest softwares (such as SPSS) for analysing data in order to assist in managerial decision making.
<b>CO5</b>	Prepare a research report and present research findings.

**Text Book:**

- Malhotra, Naresh & Dash, Satyabhusan, 'Marketing Research: An Applied Orientation', 6th Edition, Pearson, New Delhi, ISBN-10 8131731812 ISBN-13 9788131731819

**Reference Book (s):**

- Kothari, C.R. , 'Research Methodology', New Age International Publishers, New Delhi, ISBN-10 8122415229 ISBN-13 9788122415223
- Gupta S.C. and Kapoor V.K., 'Fundamental of Mathematical Statistics', Sultan Chand Sons, ISBN-10 8180540049 ISBN-13 9788180540042
- Feinberg, F.M., Kinnear, T. and Taylor, J. R., 'Modern marketing research', Cengage Learning Publication, ISBN-10 1133188966 ISBN-13 9781133188964

<b>Unit-1 Introduction to Marketing Research</b>	<b>5 hours</b>
Introduction, Meaning of Research, Research Characteristics, Types of Research- Qualitative Vs Quantitative, Inductive Vs Deductive, Marketing Research and its Management, Nature and Scope of Marketing Research, Marketing Research in the 21st Century (Indian Scenario), Research Ethics, Contributions of research to theory and practice, Marketing Research Process	
<b>Unit-2 Problem definition, Research Design and Data collection</b>	<b>12 hours</b>

Problem Definition and Problem Identification: Defining research objectives, research questions, Developing a research approach, Literature Review: Identifying, accessing and managing sources of information and scholarly literature, Research Designs: Qualitative Methods, Quantitative Methods, Data collection methods-primary and secondary sources, Types of scales: nominal, ordinal, ratio and interval, Scaling techniques: summated rating, semantic differential, paired comparison, Questionnaire designing, Validity and Reliability testing, Sampling techniques: probability and non-probability; sample size determination, Data collection methods: Structured and Unstructured questionnaires, interviews, focus groups.

**Unit-3 Data Analysis** **9 hours**

Hypotheses development and testing, Data analysis methods: parametric and non-parametric tests, Statistical techniques: measure of central tendency, measures of dispersion, skewness, kurtosis, Chi-square test, t-test, z-test, ANOVA, Correlation – scatter plot, Spearman's correlation, Regression analysis, Multiple regression analysis.

**Unit-4 Statistical software** **7 hours**

Introduction to softwares: Excel and SPSS, Application of Excel for statistical analysis, SPSS- Data coding, data entry, data screening and data cleaning, Use of SPSS for statistical operations.

**Unit-5 Report writing** **7 hours**

Report writing: Writing up research, need for writing, Research Report: Purpose, nature and evaluation-Content and format-Practical considerations-timelines, budgets, supervision management, Presentation and defence of research.

**Continuous Assessment Pattern**

<b>Internal Assessment (IA)</b>	<b>Mid Term Test (MTE)</b>	<b>End Term Test (ETE)</b>	<b>Total Marks</b>
30	20	50	100

CO1	Describe the basic concepts of retail management and select retailing formats. (NBA-GA, Business and Domain Knowledge) (K2)				
<b>Name of The Course</b>		<b>Retail Management</b>			
CO2	Identify the critical role of store location, know process of deciding store location and explain the role of technology in enhancing customer experience. (NBA-GA, Critical Thinking) (K2)				
<b>Prerequisite</b>					
<b>Corequisite</b>					
<b>Antirequisite</b>					
CO3	Apply concept of merchandising, evaluate factors affecting the buying functions and category management. NBA-GA, Self-directed and Lifelong Learning (K3)	3	0	0	3
CO4	Comprehend the pricing process and strategies and develop communication programs to increase footfall and retail sales. NBA GA Effective Communications (K4)				
CO5	Examine the concept of retail image, store design and operations to attract customers. (NBA GA Social Interactions (K4)				

### Course Objectives:

Apply the basic concepts of retail management

Analyse retailing development in the Indian context and its impact on the society

Evaluate how retailing fits within the broader disciplines of business and marketing.

Utilize retailing -oriented policies and methods used by successful retailers in today's global economy and be able to apply retail mix elements

### Course Outcomes

#### Text Book (s)

<b>RECOMMENDED TEXT BOOK</b>	<b>AUTHOR &amp; PUBLICATION</b>
Retail Management	Bajaj, Tuli and Srivastava, Oxford, 2 <sup>nd</sup> Edition 2014, (BTS)
<b>SUPPLEMENTARY READINGS</b>	
Retail Management: A Strategic Approach	Barry Berman, Joel R. Evans & Mini Mathur, Pearson, 11 <sup>th</sup> Edition, 2014 (BE)
Retailing Management	Levy, Weitz & Pandit, TMH, 8 <sup>th</sup> Edition , 2014 (LWP)
Managing Retailing	Sinha &Uniyal, Oxford, 2 <sup>nd</sup> Edition 2014 (SU)
Retailing Management	Swapna Pradhan, Tata McGraw, 4 <sup>th</sup> Edition 2014 (SP)
Introduction to Retailing	Dunne, Lusch& Carver, Cengage, 7 <sup>th</sup> Edition, 2014 (DLC)

**Module I: Introduction to the World of Retailing and Delivering value through Retail formats**

"What is retailing? Evolution of Retailing in India Importance of Retailing, Drivers of Retail Change in India, Function of Retailing, Organized and unorganized Retailing, Theories of retail development, Emerging Trends in Retailing, Global Retailing Scenario, Indian Retail Industry, Retailing Environment in India, Career in retailing , "It happened only in India" by Kishore Biyani, Classification of Formats, Classifying on the Basis of Ownership, Independent Retailers, A Chain Retailer, Franchising, Leased Department, Cooperatives, Classification on the basis of Merchandise offered, Food Based Retailing, Non food based retailing, Non Store Retailing, Service Retailing, New Retailing Formats, Challenges to Retail Development in India

**Module II: Deciding Store Location and Role of Technology in Retailing**

Role of Location in Retail Business  
Types of Store Location and Level of Store Location  
Steps involved in store location  
Methods of evaluating trading area  
Determine Location for Online Retailers  
Trends in retail property in India  
Need and importance of Technology in Retailing  
Gaining the Technology Edge Wal-Mart Way  
Role of Technology in Retail  
Retail Information System  
Types of technology used in Retailing

**Module III -Basics of Merchandising and Category Management**

Understanding retail buying behaviour, Merchandise Mix, Devising Merchandise Plans, Buying Organization Formats and Processes, Factors affecting the buying function of different types of organization, methods of buying, Implementing Merchandise Plan, Process of Merchandise Planning, Merchandise security and reverse logistics, Category management and its need  
Key areas of category management, Factors Affecting the Growth of Category Management, Category Management Process

**Module IV -Retail Pricing and Retail Communication Mix**

Establishing a pricing strategy, factors affecting pricing decisions  
Pricing Options for Retailers, Retail pricing policies and strategies, / price setting  
Pricing on the Internet, Retail as a Communication Medium

**Retailer and Manufacturer Advertising Strategy**

Retail communication mix, Planning a retail promotional strategy, Retail distribution Strategies

**Module V: - Establishing and Maintaining Store Image and Store Management**

Store Design and Visual Merchandising

The Principles of Store Design

Elements of Store Design

Online Retailer Store Front

Visual Merchandising

Planogram

Basic of store operations, store administration and management of premises

Responsibility of a Store Manager

Key Components of Retail Operations

Managing Promotion, Events, Alliances and Partnership

5S of retail operations

**Continuous Assessment Pattern**

<b>Internal Assessment (IA)</b>	<b>Mid Term Test (MTE)</b>	<b>End Term Test (ETE)</b>	<b>Total Marks</b>
30	20	50	100

<b>Name of The Course</b>	Product and Brand Management			
<b>Course Code</b>	MBMK6005			
<b>Prerequisite</b>	Marketing Management			
<b>Corequisite</b>				
<b>Antirequisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**Course Objectives:**
**Course Outcomes**

<b>CO1</b>	Develop new products and manage products over its lifecycle.
<b>CO2</b>	Determine branding challenges & opportunities and develop a strong brand.
<b>CO3</b>	Identify and establish appropriate brand Positioning that engages the heart and minds of the target market.
<b>CO4</b>	Design and Implement brand marketing programs for different marketing offerings.
<b>CO5</b>	Determine and conduct the measurement of brand equity and brand performance and thereafter manage the brand equity over time.

**Text Books**

1. Kevin Lane Keller, AmbiParmeswaran and Issac Jacob. Strategic BrandManagement. Pearson , 3rd Edition, 2013.
2. Kotler, Philip and Kevin Keller. Marketing Management. Pearson Education, 15<sup>th</sup> Ed , 2016
3. Dutta, Kirti. Brand Management:Principles and Practices. Oxford University Press, 2012.

**Reference Books**

1. Verma, H. V., Brand management: text and cases, Excel Books, 2007.
2. David Aaker. Managing Brand Equity. Free Press, 2010 edition.

<b>Unit-1 Introduction</b> <b>8 hours</b>
What is a product? Level of Products, Product vs Brand, Challenges in New Product Development, Reasons for New Product Failure, New Product Development Process, Individual product decisions, product mix, Product life cycle – Characteristics and Marketing strategies, Case study-1
<b>Unit-2</b> <b>8 hrs</b>
The genesis of Brands. The need for Brands. Branding challenges and opportunities. Brand equity and Customer Based Brand equity, Sources of brand equity, Building a strong brand: Four steps of brand building, Strategic Brand Management process
<b>Unit-3</b> <b>hrs</b>
<b>7</b>

Brand positioning, Target market, Nature of competition, Positioning guidelines: Defining and Communicating the Competitive Frame of Reference, Choosing Points-of-Difference, Establishing Points-of-Parity and Points-of-Difference, Updating positioning over time.

**Unit-4**
**9 hrs**

Brand elements, Choosing Brand Elements to Build Brand Equity, Criteria for choosing brand elements, Product strategy, Pricing strategy, Channel strategy, Integrated Marketing Communication to build brand equity, Marketing communication options, Leveraging secondary brand associations.

**Unit-5**
**8 hrs**

Designing brand tracking studies: What to track, How to conduct tracking studies, How to interpret tracking studies. Brand extensions, Managing brands over time: Brand reinforcements, Brand revitalization.

**Continuous Assessment Pattern**

<b>Internal Assessment (IA)</b>	<b>Mid Term Test (MTE)</b>	<b>End Term Test (ETE)</b>	<b>Total Marks</b>
30	20	50	100



<b>Name of The Course</b>	Integrated Marketing Communication			
<b>Course Code</b>	MBMK6004			
<b>Prerequisite</b>	Marketing Management			
<b>Corequisite</b>				
<b>Antirequisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	3	0	0	0

### ***Course Objectives***

This course aims to enable the student develop and implement strategic cross-functional decisions towards the attainment of their organization's vision, mission and objectives of integrated marketing communication and integrating knowledge and skills learned from the other courses.

The student will learn to do IMC & implementation and evaluation, as well as to use various analytical frameworks and tools that can aid managers in decision making. Through this course, the student's strategic thinking capability is expected to be strengthened in critically analysing and integrating information about the company's external and internal environment in the local and global context, and to use this in formulating and implementing innovative communication strategy towards building a sustainable competitive advantage. The students will likewise be made to understand the different IMC tools and concepts and to evaluate management issues and concepts that are important. This course also aims to promote ethical business decisions, the practice of corporate social responsibility and making a contribution towards nation building.

:

1. Develop vision and mission statements that are ethically sound and that take into consideration corporate social responsibility, ethics, and nation-building dimensions
2. Identify strategic issues and relevant external and internal factors that need to be addressed by the company;
3. Develop strategic and financial objectives;
4. Formulate appropriate and innovative IMC and programs/action plans to address the strategic issues and to achieve the company's objectives, taking into account relevant external and internal factors.

### **Course Outcome**

CO 1: Construct techniques of marketing communication and its application to strategic marketing decision, making basic concepts of communication process and its role in marketing program, to build effective corporate image (K3)
CO2: Outline consumer's psychology to design effective marketing communication program steps and issues associated with the consumers buying decision making process(K3)
CO 3: Examine the skills to make effective IMC design decisions, skill in the planning and execution of an effective IMC program and IMC plan components and formulating the marketing communication plans (K34)
CO 4: Display a willingness to prepare activities involved in advertising management, selection of ad agency, ad designs, and effective campaign management with ethical and value orientation (K3)
CO 5: Summarize specific IMC mix tools to common marketing communications, challenges in local and global context, develop creative ideas for effective marketing communication and sustainable development of marketing environment (K3)

**Text Book (s)**

Integrated Advertising, Promotion and Marketing Communication, Clow, K.E., & Baack, D. (2015), 6th Edition. Pearson. 2015

**Reference Book (s)**

Advertising and Promotion-An Integrated Marketing Communications Perspective, Belch G.E., Belch, M. A., & Purani, K. (2013). (8th ed.). Tata McGraw Hill

Advertising Principles and Practice Wells, D. Williams & Burnett, J and Moriarty, S, (2013), 7th Edition. Pearson. 2013

Advertising Management Aaker, Batra & Myers, , Prentice Hall; 5th Edition (December 12, 1995)

Brand Positioning, Strategies for Competitive Advantages, McGraw Hill Education (India) Private Limited; 2nd Edition (25 January 2005)

<b>Unit-1 Introduction to Integrated Marketing Communication (10 lecture hours)</b>
Integrated Marketing Communication (IMC): concepts and process , Factors contributing to IMC, Role of IMC in branding, IMC Partners, Promotion Mix, Integrating IMC in Marketing Mix ,Challenges in IMC,, promotional tools for IMC, trends , Corporate Image and Brand Management: Components of a corporate Image, "Role of corporate image, Identifying the desired image, Changing an Image, Branding: types of brands Private brands, packaging, international implications, Developing a Brand, brand equity, measuring brand equity, The Communications Process, Case study
<b>Unit-2 IMC Planning Process (11 lecture hours)</b>
Socio-cultural influence on consumers decisions, Psychological influences that motivates consumers Behavioral influences on consumer decision making, Consumers purchasing process Trends in consumers buying environment, STP, Role of Advertisement and Promotions in Segmentation, Importance of STP, Consumer Behavior Endorsers and Message Appeals in Advertising, Case study,
<b>Unit-3 Advertising Mgt. and advertising agencies (6 lecture hours)</b>
Advertising Management: Meaning, Nature and Scope of Advertising, Classification of advertising, Process of Advertising, Communication Model with reference to Advertising, AIDA. Advertising campaigns, Fundamentals of Advertising Campaigns, The Creative Brief, Big Idea, Getting Creative to find the Big Idea, Advertising Appeal. Advertising Agencies – their role, functions, organization, Compensation, client agency relationship, Management of Advertising Agencies. Case Study
<b>Unit-4 Advertising Design, Budget &amp; Media Planning (7 lecture hours)</b>
Ad Budget, Ad Appropriation. Methods of Budgeting. Measuring Effectiveness of Advertisement, Legal and Ethical concepts and issues in Advertising, Advertising Research. Message Design-The Creative concept development; the creative processes of the different forms of IMC; Source of the message, Message integration, Media Planning and Strategy - Media Types and their characteristics; Setting Media objectives; Steps involved in media planning, Media Strategy; Cross media concept; and media research. Case Study
<b>Unit-5 Promotions and Public Relations (6 lecture hours)</b>

Emerging Concepts and Issues in Marketing Communications: Programmatic, native advertising, video, mobile, digital, Sponsorship, Role of E-Commerce in Marketing Communication. Corporate advertising, Advertorials and Infomercials. Public Relations – Types & Tools of PR, Sales Promotion; Different types of Sales Promotion, Publicity – Types of Publicity, Personal Selling, Direct marketing, Event Management

**Continuous Assessment Pattern**

<b>Internal Assessment (IA)</b>	<b>Mid Term Test (MTE)</b>	<b>End Term Test (ETE)</b>	<b>Total Marks</b>
30	20	50	100

<b>Name of The Course</b>	Industrial Relations & Labour Laws			
<b>Course Code</b>	MBHR6004			
<b>Prerequisite</b>	Human Resource Management			
<b>Corequisite</b>				
<b>Antirequisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	3	0	0	3

### Course Objectives:

Industrial Relations can be defined as the relations between managements and unions or between representatives of employees and representatives of employers. The term industrial relations in its widest sense include relations from all aspects of work and employment and all parties associated with it. The study of industrial relations is also referred as employment relations as it covers all aspects of relations between employees, employers, unions and governments. Though the subject might seem obsolete in the present scenario – a subject best relegated to history of HR. Yet there is an apparent decline in competence of addressing these issues in the present days. This course tries to instil a better understanding of the issues that relate to industrial relations, laws that have an impact on successful industrial relations and sensitize them towards handling these issues.

### Course Outcomes

<b>CO1</b>	Interpret the evolution of Industrial relations and its scope and also to discuss the origin of trade union and their role in establishing industrial harmony.
<b>CO2</b>	Illustrate different industrial disputes and to utilize legislature to resolve the same for managing operations effectively.
<b>CO3</b>	Analyse the role of collective bargaining process for achieving good and peaceful industrial relations in the organization.
<b>CO4</b>	Determine the ways of grievance handling and to tackle different indiscipline issues and to identify different forms of worker's participation in management to strengthen employment relations.
<b>CO5</b>	Illustrate different Indian labor laws applicable for majority of industrial establishment for safeguarding the interest of employees.

### Text Book (s)

Dynamics of Industrial Relations Mamoria and Mamoria, Himalya Publications (2014)

### Reference Book (s)

1. Industrial Relations and Labour Laws Arun Monappa, TMG (2012)
2. Industrial Relations, Trade Unions and Labour Legislations Sinha and Sinha, Pearson Education(2012)
3. Industrial Relations C S Venkata Ratnam, OUP (2010)
4. Industrial Relations & Labour laws S.C. Srivastava, Vikas Publications(2009).

**Unit-1 Introduction**
**12 hours**
***Introduction to Industrial Relations and Trade Unionism***

Definition, evolution of IR, Aspects of IR, Role of Workers, Government and Employers in Industrial Relations. ILO and IR, Conditions for Successful IR and causes for poor Industrial Relations, Definition, origin, objectives of Trade unions, Types and Importance, Methods of Trade Unions and Trade Union activities, Recognition of Trade Unions, Trade union Rivalry and Multiple Unions Future direction for Trade Unions, Features of The Trade Union Act 1926

**Unit-2**
**9 hours**
***Industrial Disputes***

Strikes, Causes of strike, Forms of strikes, Effects of strike, Methods of settling Industrial disputes: Settlement without state intervention, Settlement under the influence of state, Adjudication, Machinery for dispute prevention and settlement, The Industrial Dispute Act 1947 – Definition, Authorities, Notice of change, Procedure, Power, unfair Labor practices, Penalties

**Unit-3**
**4 hours**
***Collective Bargaining***

Meaning, importance and Types, Process of Collective Bargaining, Levels of Collective bargaining, Hurdles to collective bargaining

**Unit-4**
***Employee Grievances and Discipline and Worker's Participation in Management*      6 hours**

Definition, Nature of grievances, Causes of grievances, Model grievance procedure Discipline, Causes of Indiscipline, and Approaches, Meaning, goals, different forms of WPM, schemes of WPM, Works Committee, Joint Management Council, and Board Level Participation

**Unit-5**
**12 hours**
***Labour Legislation in India***

The Factories Act 1948 – Inspecting staff, Health, Safety, Provisions relating to hazardous issues, Welfare, Working hours of adults, Employment of young persons, Annual leave, Penalties, The Payment of Wages Act 1936 – Responsibility for payment of wages, time of payment of wages, deductions from wages  
The Payment of Wages Act 1936 - Inspectors, Appeal, Penalty for offences under the act., The Provident Fund and other Misc. Funds Act, 1952 – Definition, Board of trustees, Executive committee, Regional committee, Appointment and Powers of commissioner, Membership of fund, Contributions, The Provident Fund and other Misc. Funds Act, 1952 – Declaration, Contribution, Cards and Returns, Administration of funds etc, The Employee State Insurance Act, 1948 – Corporation, Standing Committee And Medical Benefit Council, Finance and Audit, Contributions, Benefits, Transitory Provisions, The Employee State Insurance Act, 1948 – Adjudication of Dispute and Claims, Penalties, The Workmen Compensation Act, 1923 – Workmen's Compensation, Commissioners, Rules

**Continuous Assessment Pattern**

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

<b>Name of The Course</b>	Learning & Development			
<b>Course Code</b>	MBHR6010			
<b>Prerequisite</b>	OB			
<b>Corequisite</b>	HRM			
<b>Antirequisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	3	0	0	3

**Course Objectives:** Learning and development course equip students with the skills and tools to drive human performance improvement within organizations. This course deals with the process of learning and developing people in organizations. It is clear empirically that efficient and effective management of an organization's human capital is the primary source of its competitiveness and sustainability. Furthermore, the dynamic and largely uncontrollable nature of global, political, social, economic, technological, and organizational forces requires the ongoing strategic development of the skill set of an organization's employees for its very survival. Therefore, focused, outcomes-driven training and development is critically related to the traditional major goals of HRM: to acquire, develop and maintain an organization's human capital. Students will learn to design and conduct need analysis and to plan, implement and evaluate training programs. They will learn training techniques and the skills required to deliver a training program.

#### Course Outcomes

<b>CO1</b>	Generalize the role of learning and development in human resources management and the psychology of the learning process on which training is based. (K3)
<b>CO2</b>	Correlate and Conduct a needs assessment to determine whether and what kind of training is necessary and how to design different training programs according to organizational strategy. (K4)
<b>CO3</b>	Examine and relate the various training methods appropriate in different organizations depending on the nature of work and to identify the factors related with trainer's skills and styles. (K4)
<b>CO4</b>	Evaluate the effectiveness of the training programme once completed from the individual employee and the organization's viewpoint. (K5)
<b>CO5</b>	Determine the importance of employee development in today's competitive environment and develop an employee development plan. (K4)

#### Text Book (s)

4. Training and Development (Text, Research and Cases), P.Nick Blanchard, James W. Thacker, V. Anand Ram, 4Edition, Pearson Education India, 2016.
5. Training & Development, G.Pandu Naik, 1st edition, Excel Books India, 2017.

#### Reference Books

1. Enriching Human Capital Through Training and Development, P L Rao, Excel Books India, 2019.
2. Training and Development, B. Janakiram, Indian Text Edition, Biztantra, 2017.
3. Employee Training & Development, Raymond A. Noe, & Amitabh Deo Kodwani, 5th edition, Tata McGraw-Hill Education, 2017

9.

<b>Module I: Introduction to Learning &amp; Development and Learning Theories</b>	<b>9</b>
<b>lecture hours</b>	

Introduction and overview of Learning and Development, Difference between learning, development and training, Importance and role of learning and development, contemporary challenges and issues in Learning and development, Learning and development at the individual and organisational level , Strategic learning and development, Adult learning: Theories of adult learning ( Pedagogy v/s Andragogy), Features of adult learners, Classification of learned capabilities, Nature and Principles of Learning , Learning enhancement factors, Learning to be Effective Managers: An Indian Perspective, Reinforcement theory & Kolb's Learning Styles, Motivating adult learners.

<b>Module II: Training Needs Analysis and training design</b>	<b>9</b>	<b>lecture hours</b>
---	----------	----------------------

Concept of Training Needs Analysis, Approaches to Training Need Analysis – (Proactive TNA, Reactive TNA), Organizational Analysis, Operational Analysis and Person Analysis, Gathering data for Training Need Analysis ( different methods of data collection like reviewing existing documents, individual interviews, work diaries, observation, self-assessment, questionnaires, critical incident technique), Output of Training Need Analysis , Training Design : Important Considerations while Designing Training Programme, Constraints in the Training Design – Organizational/Environmental Constraints; Budgeting for Training, Objectives of the training programme and design, Design Theories – Elaboration Theory and Gagne'-Briggs Theory, Outline program sequences and themes. Outcomes of training design.

<b>Module III: Training Methods and Trainer's skills and styles</b>	<b>9</b>	<b>lecture hours</b>
---	----------	----------------------

Traditional Training Methods (On-the-job Training – Scope and Effectiveness), (Lectures and Demonstrations: strengths and Limitations, Traditional Training Methods (Games & Simulations), On the Job Training Methods (Job Instruction Technique, Apprenticeship, Coaching and Mentoring: Strengths and Limitations ), Audio – Visual Enhancements to Training, Electronic training methods (Types of E-learning, significance and process), Formal learning and Informal learning, Competence of Trainers (Technical, business, interpersonal, intellectual -competencies), Selection & Training of trainers, Trainer's Styles – Giley's Model of Trainer's Styles



<b>Unit IV: Development, Implementation and evaluation of Training</b>	<b>6</b>
<b>lecture hours</b> Development of Training (Choosing Instructional Methods, Instructional Strategy, Materials and Equipments), Implementation of Training, Transfer of Training (Characteristics), Training Evaluation: Reason for training evaluation Donald Kirkpatrick's Evaluation Model, Measuring Training Effectiveness - Data Collection methods and designs for Evaluation, ROI of Training Programs,	
<b>Unit V: Employee and Management Development</b>	<b>7</b>
<b>lecture hours</b> Nature of Management Development, Identifying management development needs, Management Development Techniques: Skill training, job rotation, Counselling and coaching and Succession planning, Management development Techniques: Mentoring, Business games and T group trainings,	

**Continuous Assessment Pattern**

<b>Internal Assessment (IA)</b>	<b>Mid Term Test (MTE)</b>	<b>End Term Test (ETE)</b>	<b>Total Marks</b>
30	20	50	100



<b>Name of The Course</b>	Compensation and Reward Management			
<b>Course Code</b>	MBHR6002			
<b>Prerequisite</b>	Human Resource Management			
<b>Corequisite</b>				
<b>Antirequisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	3	0	0	3

### Course Objectives:

Compensation management has been addressed as a key driver of employee motivation and retention. An effective compensation system is the strategic need of the organization. Compensation management therefore should be viewed as the strategic management of the organization's salaries and rewards. It has become imperative for an organization to manage the cost of compensation with the benefits the organization reaps with employee motivation. The purpose of this subject is to give the student hands on experience on how the whole compensation system works in an organization, how an organization decides to give pay and how to design a pay structure from scratch.

### Course Outcomes

<b>CO1</b>	Interpret the basic principles that lay the groundwork for conceiving compensation as a strategic outcome for the organization.
<b>CO2</b>	Develop a critical appreciation for the implementation of labor laws in an organization.
<b>CO3</b>	Apply the principles of compensation management to design3. effective pay systems
<b>CO4</b>	Evaluate the effectiveness of an employee benefit and rewardsystems for an organization.
<b>CO5</b>	Critique the effectiveness of an organization's overall compensation system.

### Text Book (s)

Compensation, George T. Milkovich, Jerry M. Newman, C.S. VenkataRatanam (9th edition, McGraw Hill) (2011).

### Reference Book (s)

1. Compensation Management, Dipak K. Bhattacharya , Oxford Publications (1st edition) (2011)
2. Compensation Management in a Knowledge based World Richard Henderson, Pearson Education. (2015)
3. Reward Management-A Handbook of Remuneration Strategy and Practice Michael Armstrong and Helen Murlis, Kogan Page (2011)

### Unit I: Introduction to compensation and reward system

**6 lecture hours**

Concept of compensation, Objectives and Definition, Principles of Compensation Formulation, Significance of compensation management. Types of Wages; Fair, Minimum and Living;Forms of Pay and Pay Model. Similarities and Differences in Strategies for compensation determination; Steps

in developing a total compensation strategy. Cost to Company: Meaning and Concept , Components of CTC. Case Study: Weighing Career Choices (Available with instructor).

**Unit II: Pay based Legislation**  
**lecture hours**

**6**

Payment of Wages Act, 1936, Minimum Wages Act, 1948, Payment of Bonus Act, 1965, Equal Remuneration Act, 1976, Employees Provident Fund Act, 1952, Payment of Gratuity Act, 1972, Role of Boards and Commissions in deciding pay in India, Recommendation of 7th Pay Commission.

Article: The Art of Setting Pay (Available with instructor)

**Unit III: Internal Alignment and External Competitiveness**      **11 lecture hours**

Compensation Strategy and Internal Alignment; Factors shaping Internal Structure; Strategic choices in designing internal structure; consequences of structure, Structure based on jobs, people or both; Job Analysis and Compensation; Job Evaluation and Compensation, Person based structures and compensation; How to form a person based structure; Skill Analysis; Internal structure reflected in compensation. Case Study: So You Want to Lead An Orchestra! Textbook Pages 72 and 73.

External Competitiveness and Compensation Strategy; Factors shaping External Competitiveness

Designing Pay Levels Mix and Pay Structures; Competitive pay policy- process; Grades and Ranges.

Broad Banding; Adjusting both internal and external pressures for pay. Case Study: Compensation Management at Metropolis, An EBSCO Case Study.

**Unit IV: Benefits and Rewards**

**9 lecture hours**

Employee Benefits- Meaning and Concept; Process to Benefit Development; Types of Employee Benefits. Components of Employee Benefits; Alternatives to employee Benefits, Statutory Employee Benefits in India. Article: Could We Manage Not To Damage People's Health.

Pay for performance-meaning and concept; Benefits of a sound incentive system, Types of incentives;

Types of incentive plans for blue-collar and white-collar workers; Individual incentive plans, group incentive plans; Bonus, Profit Sharing and ESOP.

Experiential Exercise: Design a benefit and incentive plan for different jobs in the market.

Case Study: A Zero Wage Increase Again?

**Unit V: Evaluating Total Compensation Plans**

**8 lecture hours**

Rewarding directors, senior executives, supervisors, scientists & engineers in high technology industries. Rewarding knowledge workers-What motivates knowledge workers, Approaches to rewarding knowledge workers. Rewarding Contingent Workers. Article: The Life Cycle of CEO Compensation. Ethical issues related to compensation; Relationship between compensation & employee turnover.

The Academy of Management Journal Article Discussion: Misrepresentation and Expectations of Misrepresentations in an Ethical Dilemma – The Role of Incentives and Temptations.

Impact of innovations in reward. Trends in Reward Management: Skill-based pay; Competency related pay; Relating rewards to organizational performance.

Case Study: When Salaries aren't secret.

### **Continuous Assessment Pattern**

<b>Internal Assessment (IA)</b>	<b>Mid Term Test (MTE)</b>	<b>End Term Test (ETE)</b>	<b>Total Marks</b>
30	20	50	100

<b>Name of The Course</b>	<b>Competency Mapping and Assessment</b>			
<b>Course Code</b>	<b>MBHR6013</b>			
<b>Prerequisite</b>	Human Resource Management			
<b>Corequisite</b>	None			
<b>Antirequisite</b>	None			
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	3	0	0	3

### Course Objectives:

Competency mapping establishes a level of objectivity that encourages open communication between management and employees. Managers are able to more objectively appraise performance and be more specific in communicating to employees what is necessary for success. Employees gain a clearer understanding of the expectations of their role. Following up with competency-based training not only provides ways for employees to expand their current skills, but it also provides a well-defined path for learning new skills through cross-training and for moving up in the organization. This course would help the students to understand and measure the underlying characteristics of employees in terms of knowledge, skills and attitude (competencies) which results in effective and/or superior performance on the job. Inputs from competency mapping would assist the students to design a performance appraisal system by incorporating the competencies needed for various categories of jobs and its relative importance for effective performance.

### Course Outcomes

<b>CO1</b>	Illustrate the fundamentals of competency framework and management and its practical application in managing performance in the organizations. (K3)
<b>CO2</b>	Illustrate and develop the competency models for better person-job fit and provide insight into the implementation prerequisites and strategies for the same. (K3)
<b>CO3</b>	Examine the process of competency mapping and profiling for performance measurement and management system for assessment. (K4)
<b>CO4</b>	Analyze competence-based assessment system using contemporary techniques of BARS and HR Scorecard. (K4)
<b>CO5</b>	Determine the process of assessment centres and relate it to competence-based HR applications viz. competence-based selection, training, compensation, and succession planning with effective organizational outcomes. (K5)

### Text Book (s)

1. Sahu, R.K.(2014), 'Competency Mapping' Excel Books.

### Reference Book (s)

2. Sanghi, Seema(2007), The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations, 2<sup>nd</sup> edition, Sage Publications Pvt. Ltd
3. Shermon, Ganesh. Competency based HRM, 1st edition ,Tata McGraw
4. Hill, Becker, B.E., Ulrich, D., Huselid, M.A., The HR Scorecard: Linking People, Strategy, and Performance, 1<sup>st</sup> Edition, Kindle Edition, HBS Press

**Unit I: Introduction to Competencies**
**8 hours**

Introduction, historical development and origin of competency; Concept and Definition of job, roles and competency; Competency methods in HRM, Competency vs. competence; Characteristics of Competency, Core Competency, Performance versus competency; skills versus competency; Component of competencies – Skills, knowledge, self-concept, motives and trait, Types or categories of competencies - generic/specific, threshold, differentiating, functional or technical, managerial and human, Exercise – Think of one role and write down the competencies required to differentiate top performance from medium performance, Concept of Competency Maps and Competency Profiles.

**Unit II: Developing Competency Models and framework**
**9 hours**

Macro View of Competency management framework: Strategic framework – linking HR processes to organizational strategy (G.Hamel&CK.Prahalad), Aligning unit-wise business strategies with organizational strategies and values , Harvard Article discussion – Competencies: Alternative framework to competitive advantage (Handout), Competency framework - development of personal competency framework, Lancaster Model of managerial competencies, Developing Competency Models – Model 1: Organizational competency-based model; Model 2: Commitment and Competence; Model 3: 5 Level Competency Model; Model 4: Job based competency model, Model 5: Generic and specific competency; Model 7: Organizational Goal linked; Model 8: Technical and behavioural model; Understanding job positions, Data collection instruments for job descriptions, Stages in design and implementation of competency model, Validation of the competency model after data gathering,

**Unit III: Competency Gap Analysis and Identification of Competencies**
**7 hours**

Introduction to Core competencies (Organization wide), Business competencies (SBU specific), Team Competencies (project driven), Role competencies (Role wise), Steps to define competencies from the job descriptions and job analysis, (Exercise - Prepare competence-based Job analysis form) Sources of competency identification – Task force, benchmarking against superior performer, Job experts, Repertory grid, Delphi technique etc., Consolidation of checklist, Rank Order and finalization, Validation, and Benchmark, Exercise - Define identified competencies for which job analysis is done., Competency Mapping - Strategy-Structure Congruence, Structure Role Congruence, Vertical & horizontal Role linkages, positioning to bring in competitive advantage.

**Unit IV: Contemporary Competency Assessment Tools**
**8 hours**

Competency Assessment: Understanding Assessment Process, Measuring Behaviours, comparative and absolute behavioral measurement systems, Anchors for behavioural checklists , Development of Behavioral Anchored Rating Scale (BARS), Exercise – Select one competency and prepare BARS for the same, Concept of Balance Scorecard, HR Scorecard as a tool in implementation of HR Strategy, Creating the HR Scorecard, Competencies required for HR Professionals in creating HR Scorecard.

.
UnitV: Assessment Centres and Competence based HRM <span style="float: right;">8 hours</span>  Assessment centre – Introduction, Difference between assessment centre and development centre, Application of Assessment Centre in Competency assessment, Designing assessment Centre – Process, Profile of assessors and Assessor training, Tools and techniques used in assessment Centre - Projective techniques, Group discussions, Simulations – role plays, business games, Tools and Techniques contd:InbasketExercise,Leadersless Group Discussion,Exercise on Personality Test, Procedure Used in assessment Centres:Observation Individual Assessor Rating,Assessor’sDiscussions,Consultant’srole,Steps Involved in Assessment Centres, Applications of Competency Mapping-Using competencies in Mapping HRM, Competency based training and development, recruitment & selection.

### Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

<b>Name of The Course</b>	Human Resource Planning ,Recruitment & Selection			
<b>Course Code</b>	MBHR6011			
<b>Prerequisite</b>	HRM			
<b>Corequisite</b>	Talent Management			
<b>Antirequisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	3	0	0	3

**Course Objectives:** This course establishes students' understanding around the core issues involved in Human Resource Planning (HRP) and forecasting. The course explores different factors that managers should consider while making decisions in developing their human resources plans. It establishes HR as a key strategic partner for businesses, and stresses the need for proper planning in terms of HR demand and supply to ensure the labor needs of organizations are met effectively. The readings draw attention to the role of HRP in job analysis. Planning people requirements is critical task of management as companies increasingly depend on intellectual capital as the basis for competitive advantage. This course aims at imparting relevant knowledge required to perform the functions of human resource planning within an organization.

Further, the course expands students' knowledge about the processes involved in HRP, including qualitative and quantitative techniques in forecasting personnel requirements and possible solutions to addressing shortages and surpluses. Students will also gain insight around measuring effectiveness of these processes. Finally, students will examine how employing the right person for your small business might be the most important part of your venture, with an overview on how effective recruitment and selection process reduces turnover.

### Course Outcomes

<b>CO1</b>	Determine the role of human resources planning at micro & macro level in organizations.
<b>CO2</b>	Compare and contrast the HR demand forecasting techniques and external and internal supply assessment methods according to the needs of the organization.
<b>CO3</b>	Analyse how Job Analysis/ Job Design and Organizational Change/ Development are linked to HRP
<b>CO4</b>	Explain and apply the requirements for measures used in employee's recruitment and selection to evaluate applicants fairly and unbiased fashion.
<b>CO5</b>	Critically assess and evaluate the importance of developing the skills of organisation's human resources, so that job opportunities can be offered to internal staff with an overview on promotions and employee separations.

### Text Books

1. Human Resource Planning-D K Bhattacharyya, Excel Books India, 2018
2. M. Sudhir Reddy - Human Resource Planning-2017

### Reference Books

10. Planning & Managing Human Resource-William. J. Rothwell and H.C. Kazanas, Strategic Planning for Personnel Management, HRD Press, US, 2016.
11. Human Resource Planning-John Bramham, Orient Longman Ltd., Hyderabad, 2017.
12. Human Resource Management-Michael Armstrong, Kogan Page, 2016
13. Strategic Human Resource Management-Tanuja Agarwal, OUP, India, 2017

### Web Resources

<https://www.youtube.com/watch?v=tXLk8Q1OkIA>

<https://www.youtube.com/watch?v=wcP976S8DsM>

<https://www.youtube.com/watch?v=cROYgj8X8I>

<b>Module I: Introduction to Human Resource Planning</b>	<b>6 lecture hours</b>
<p>Concept, Meaning, Definition of HRP</p> <p>Human Resource Planning Process, Uses &amp; Benefits, HRP - Limitations &amp; Problems; Influencing factors: Internal &amp; External Macro Level HR Planning: Meaning and significance Micro Level (Organizational) HR Planning: Stock taking, Inventorying ,Workforce and Workload analysis,HRD in Strategic Organization; Human Resource Valuation Accounting; Culture Audit; Career Assessment: Models</p>	
<b>Module II: Manpower Planning &amp; Forecasting</b>	<b>10 lecture hours</b>
<p>Ascertaining demand and supply of Human Resource.; Causes of demand;Methods of demand and supply forecasting,Techniques of demand and supply forecastingEstimation of internal supply and external supply;Linking human resource planning with strategic human resource management. Methods of collecting job analysis dataJob description and Job specification,Performance Appraisal (Merit Rating); Human Resource Information System,Manpower Inventory/Manpower Audit , – HR Metrics commonly used for HR palnning , recruitment and selection</p>	
<b>Module III: Recruitment</b>	<b>11 hours</b>
<p>Introduction to Recruitment, Preparing recruitment action plans – Retention, Training, Redeployment &amp; Staffing, Constraints and challenges in recruitment Preparing recruitment budget Strategic issues in Recruiting, Sources of recruitment: Internal and external Methods of recruitment: Internal methods, Promotions, job posting, employee referral Direct methods: Campus recruitment Indirect methods Third party methods, E-recruitment (using various job</p>	



portals), searching & downloading applicant profile by using job portals Evaluation of the sources of recruitment

**Module IV: *Employee testing and Selection***

**5**

**hours**

Selection Testing: Intelligence, Aptitude, Personality tests, Achievement tests, Simulation tests and assessment centres Difference between work sample method and assessment centres Selection testing in India: Types of interviews, Interview process

**Module V: *Placement, Induction, Internal mobility and separations* 8 hours**

Meaning of Placement, induction/ orientation Steps in Induction Programme, Internal mobility and Transfer: Purpose of internal mobility and Transfer Promotions: Purpose and advantages of promotion, Basis of promotions, Employee Separation: Resignation, retirement, Layoff, Retrenchment

**Continuous Assessment Pattern**

<b>Internal Assessment (IA)</b>	<b>Mid Term Test (MTE)</b>	<b>End Term Test (ETE)</b>	<b>Total Marks</b>
30	20	50	100

<b>Name of The Course</b>	<b>Logistics &amp; Supply Chain Management</b>			
<b>Course Code</b>	<b>MBOP6007</b>			
<b>Prerequisite</b>	<b>Operations management</b>			
<b>Corequisite</b>	<b>None</b>			
<b>Antirequisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	3	0	0	3

**Course Objectives:**

Logistics & Supply chain management (LSCM) is the management of the flow of goods. It includes the movement and storage of raw materials, work-in-process inventory, and finished goods from point of origin to point of consumption. Interconnected or interlinked networks, channels and node businesses are involved in the provision of products and services required by end customers in a supply chain. Supply chain management has been defined as the "design, planning, execution, control, and monitoring of supply chain activities with the objective of creating net value, building a competitive infrastructure, leveraging worldwide logistics, synchronizing supply with demand and measuring performance globally". LSCM draws heavily from the areas of operations management, logistics, procurement, and information technology, and strives for an integrated approach.

**Course Outcomes**

CO1: Discuss the basic concepts of Supply Chain Management & its relevance in real life situation.
CO2: Demonstrate the basic insight of supply chain network and related demand and supply.
CO3: Analyze the Market Demand & Supply factors affecting the Inventories and tools to manage it.
CO4: Appraise transportation network design within supply chain.
CO5: Measure integration of cross functional drivers with IT to achieve specific goals.

**Text Book (s)**

1. Supply Chain Management, Sunil Chopra, Meindl, Kalra, Pearson Education

**Reference Book (s)**

2. Logistics & Supply Chain Management, G Raghuram, N Rangaraj, Macmillan Business Books
3. Supply Chain Management, Process, Partnerships, Performance, Douglas M. Lambert, Supply Chain Management Inst, 2008
4. Designing and Managing the supply chain, David, Philip, Levi, McGraw Hill Companies

**Unit-1**
***Introduction to Logistics & Supply Chain Management***
*13 lectures*

Introduction to Logistics Management: Understanding, Logistics Management: The Generic value chain & decisions, The Objective of Supply Chain, Importance of supply chain decisions, Decision Phases in a Supply chain , Process view of supply Chain, SC macro processes, Competitive and supply chain strategies , Achieving strategic fit and expanding strategic scope, Drivers of supply chain performance Framework for structuring drivers, Components of Facilities, inventory, transportation, information, Sourcing and pricing, Obstacles to achieve strategic fit

**Unit-2 *Designing the supply chain network and planning demand and supply in a supply chain* 10 lectures**

Role of distribution in a supply chain, factors influencing the distribution network. Design options for a distribution network, e-business activities. Role of network design in supply chain and factors influencing the network design decision. Framework for network design decision, Supply chain integration through push-pull mechanism Lack of Supply Chain Coordination & Bull Whip Effect mechanism. Models for Logistics & Supply Chain Management, facility location and capacity allocation. Discounted cash flow analysis and representations of uncertainty, Role of forecasting in Supply Chain: Basic approach to demand forecasting, Time – series approach, measure of errors. Role of aggregate planning in supply chain and strategies.

**Unit-3 *Planning and Managing Inventories* 8 lectures**

The role of cycle inventory in a supply chain, Economies of scale to exploit fixed cost and quantity decisions, Short term discounting, estimating cycle inventory. The role of safety inventory in a supply chain and determining the appropriate level of safety inventory. Impact of supply uncertainty on safety inventory and impact of aggregation on safety inventory. Importance of the level of Product Availability and factors affecting the optimum level of product availability. Optimizing availability of maintenance, repair and operation inventories and setting up of optimum levels of product availability in practice.

**Unit-4 *Designing and Planning Transportation Networks.* 5 lectures**

The role of transportation in supply chain, Modes of transportation and their performance characteristics, Transportation infrastructure and policies, Design Options for a Transportation, Network, Role of lean operations in supply chain. Trade-offs in Transportation Design and Tailored Transportation, Risk Management.

**Unit-5 *Managing IT and Cross Functional drivers in a supply chain* 4 lectures**

Role of sourcing in a supply chain, in-house and outsource. Third and Fourth Party Logistics, Reverse Logistics, Supplier Scoring and assessment., IT enabled purchasing, Supplier selection and procurement process, Integrating Supply Chain with Information Technology, Decision Support Systems for SCM. IT support system for Supply Chain decision making , Relationship between E-Commerce, ERP and SCM

**Continuous Assessment Pattern**

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

<b>Name of The Course</b>	<b>Quality tool kit for Managers</b>			
<b>Course Code</b>	<b>MBOP 6008</b>			
<b>Prerequisite</b>	<b>Operations Management</b>			
<b>Corequisite</b>	None			
<b>Antirequisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	3	0	0	3

**Course Objectives:**

The main objective of this Total Quality Management (TQM) training course is to empower professionals with—

- detailed knowledge and information about total quality management
- the required skill, understanding and confidence to partake in and play a significant role in the implementation of a total quality management system in the organisation, in turn supporting career growth and progression
- the necessary confidence and knowledge to train other professionals on total quality management
- the ability and knowledge to contribute to organisational growth and development by delivering better quality, following the requirements of clients
- the confidence, experience and understanding to check existing processes and procedures followed within the organisation for adherence to standards set and suggesting changes if required
- the required skillset and capabilities to work with advanced tools and concepts to set up total quality management systems within the organisation
- the knowledge, confidence and experience to work in any organisation or industry in quality management related roles, thereby increasing avenues for career growth and progression

**Course Outcomes**

<b>CO1</b>	To Recognize to quality tool kits for products in industry
<b>CO2</b>	To Use principles and philosophies of quality management
<b>CO3</b>	To Examine statistical process control
<b>CO4</b>	To Assess tools and techniques for quality management
<b>CO5</b>	To Stematize quality systems organizing and implementation

**Text Book (s)**

1. The Quality Toolbox: Second Edition, ASQ Quality Press

**Reference Book (s)**

- Operations Management*: Stevention, Operations Management, Mcgraw Hill

**Unit-1 INTRODUCTION TO QUALITY TOOL KIT4 lecture hours**

Quality – vision, mission and policy statements. Customer Focus – customer perception of quality, Translating needs into requirements, customer retention. Dimensions of product and service quality. Cost of quality, Some practical examples

**Unit-2 PRINCIPLES AND PHILOSOPHIES OF QUALITY MANAGEMENT 7 lecture hours**

Overview of the contributions of Deming, Juran Crosby, Masaaki Imai, Feigenbaum, Ishikawa, Taguchi techniques, Explanation of Deming, Juran Crosby, Masaaki Imai, Feigenbaum, Ishikawa, Taguchi techniques, Introduction, loss function, parameter and tolerance design, signal to noise ratio. Concepts of Quality circle, Japanese 5S principles and 8D methodology.

**Unit-3 STATISTICAL PROCESS CONTROL 12 lecture hours**

Meaning and significance of statistical process control (SPC), construction of control charts for variables and attributed. Process capability, Mean Chart (X chart) with numerical examples, R, P, C Chart with numerical examples, Six Sigma, concepts of process capability .Reliability concepts – definitions, reliability in series and parallel, product life characteristics curve. TMP, BPI, principles, applications, reengineering process, benefits and limitations.

**Unit-4 TOOLS AND TECHNIQUES FOR QUALITY MANAGEM 6 lecture hours**

Quality functions development (QFD) – Benefits, Voice of customer, information organization, House of quality (HOQ), , QFD process, Building a HOQ, Failure mode effect analysis (FMEA), requirements of reliability, failure rate, FMEA stages, design, process and documentation, Seven Tools (old & new). Bench marking and POKA YOKE.

**Unit-5 QUALITY SYSTEMS ORGANIZING AND IMPLEMENTATION 11 lecture hours**

Quality management systems – guidelines for performance, Making the commitment to total quality, , self-assessment processes, organizational culture and total quality, change management, sustaining the quality organization, Implementing ISO 9000, ISO 14000, Bald ridge, and six sigma, a view toward the future. improvements. Quality Audits. TQM culture, Leadership – quality council, employee involvement, motivation, empowerment, recognition and reward - TQM framework, benefits, awareness

**Continuous Assessment Pattern**

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
20	30	50	100

<b>Name of The Course</b>	<b>Management of Manufacturing Systems</b>			
<b>Course Code</b>	<b>MBOP 6009</b>			
<b>Prerequisite</b>	<b>Production/Operations Management</b>			
<b>Corequisite</b>	<b>None</b>			
<b>Antirequisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	3	0	0	3

**Course Objectives:** This course introduces the concept of manufacturing systems management. The course mainly focuses on Cellular Manufacturing, Just in Time Manufacturing, Synchronous Manufacturing and Flexible manufacturing systems to optimize the total cost of production and thereby maximize the profit.

#### Course Outcomes

<b>CO1</b>	Identify & recall the various manufacturing systems and its growing importance in operations Management .
<b>CO2</b>	Analyze the concept of cellular manufacturing, its design layout and scheduling for the various applications.
<b>CO3</b>	Recognize the importance of Just In Time Manufacturing, its basic elements and application in manufacturing.
<b>CO4</b>	Illustrates the concept of synchronous manufacturing and theory of constraints in operations management.
<b>CO5</b>	.Use of Flexible manufacturing systems and its basic components for adapting the changes in product being manufactured.

**Text Book (s)**

1. Manufacturing Systems: Theory & Practice Chryssolouris, E.L.K.E, Springer publications, Second edition

**Reference Book (s)**

1. Manufacturing Systems: Modelling and analysis Guy L.Curry, Richard. M .Feldman, Springer publications, Second edition
2. Stochastic models of manufacturing systems: JA Buzacott, JG Shanthikumar Prentice Hall
3. Supply Chain Management: Strategy, Planning and Operation. Sunil Chopra and Peter Meindl. Prentice Hall Publication

<p>Unit I: Introduction to Manufacturing systems</p> <p>Introduction to manufacturing System, Concept of Manufacturing &amp; Production Process, Requirements of manufacturing system, Different types of Manufacturing System, Traditional Vs modern manufacturing, MRP I &amp; MRP II, Enterprise Resource Planning, Computer Aided Manufacturing , Computer Aided Design</p>	<p><b>9 lecture hours</b></p>
<p>Unit II: Cellular manufacturing systems in operations</p> <p>Introduction to Cellular Manufacturing, Production flow analysis, Capacity planning &amp; Layout in cellular Manufacturing, Cell formation &amp; Design, Cell formation algorithms (concepts), Cell Scheduling &amp; sequencing, Rank order clustering, Application, Advantages of Cellular Manufacturing.</p>	<p><b>8 lecture hours</b></p>
<p>Unit III: Just in time manufacturing systems</p> <p>Concept of Just in time manufacturing, Basic elements of JIT, Cell layout &amp; JIT, Cell Control &amp; JIT, Models in JIT, Toyota Production System, Kanban, CONWIP &amp; Kanban, Applications, advantages of JIT.</p>	<p><b>9 lecture hours</b></p>
<p>Unit IV: Synchronous manufacturing</p> <p>Synchronous Manufacturing-Concepts, Goals of synchronous manufacturing, Principles of SM, Theory of Constraints, Scheduling in SM, Drum Buffer Rope System, Advantages, Disadvantages of SM.</p>	<p><b>7 lecture hours</b></p>
<p>Unit V: Flexible manufacturing systems.</p> <p>Introduction of Flexible manufacturing System, Basic components of FMS, FMS Layout, FMS loading &amp; Scheduling, Applications &amp; Advantages of FMS, Concept of Lean Manufacturing, World class manufacturing.</p>	<p><b>7 lecture hours</b></p>



--

**Continuous Assessment Pattern**

<b>Internal Assessment (IA)</b>	<b>Mid Term Test (MTE)</b>	<b>End Term Test (ETE)</b>	<b>Total Marks</b>
20	30	50	100

<b>Name of The Course</b>	<b>Material Management &amp; Inventory Control</b>			
<b>Course Code</b>	<b>MBOP 6003</b>			
<b>Prerequisite</b>	<b>Operations management, Supply chain concepts</b>			
<b>Corequisite</b>	<b>Inventory concepts</b>			
<b>Antirequisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	3	0	0	3

**Course Objectives:**

This course provides an introduction to the fundamental issues and basic techniques of materials management and inventory control in a supply chain. This programme has been developed to satisfy needs in both the private and public sector. The programme is to develop trainees to acquire skills in: development administration; entrepreneurship; project and programme management. Quantitative managerial skills will be emphasized so as to make graduates of the course develop a wider understanding of successful development and effective management of projects.

**Course Outcomes**

<b>CO1</b>	Discuss the basic concepts of Material Management & its relevance in managing operations & supply chain.
<b>CO2</b>	Illustrate the basic insight of Inventory Management & Control mechanism.
<b>CO3</b>	Evaluate different Economic Order Quantity models for Inventory Management.
<b>CO4</b>	Appraise different Inventory Management analytical tools for Inventory Management.
<b>CO5</b>	Assess ideologies of Stores management technique and appropriate materials handling.

**Text Book (s)**

Materials Management-an integrated approach Gopalakrishnan P. and Sundaresan, M PHI, New Delhi

**Reference Book (s)**

1. Introduction to Materials Management Arnold, Chapman, Clive: Pearson/ Prentice Hall
2. Materials Management-Procedures, Text and Cases Dutta, A.K, PHI, New Delhi
3. Purchasing and Materials Management Nair, N.K, Vikas Publishing, New Delhi.

***Module I: Introduction to Materials Management: Concepts***

***(12 Lectures)***

Importance and scope of Materials Management (MM)  
 Materials Management at macro and micro level  
 Systems approach to material management  
 Interface to materials department with other departments  
 Master Production Schedule: Concept and applicability  
 Materials requirement planning: Developing MRP, Conceptualising and Implementing  
 Classification and codification of materials  
 Standardisation systems and process for receipts, issues and storage  
 Practices, inspection, quality checks.  
 Countering, measuring and weighing  
 Materials requisition slip, materials transfer note: Preparation and Execution.  
 Case Study: Re-engineering materials management: A case study on an Indian refinery, Prasanta Kumar Dey, Department of Management Studies, University of the West Indies

***Module II: Inventory Management Basics***

***(8 Lectures)***

Concepts of Inventory: Meaning and historical Aspect.  
 Inventory as an important tool in Materials management  
 Inventory management: Art or a science: Examples  
 Inventory Costs: Various costs associated with it.  
 Inventory Cost: Ordering Costs, theory and numerical  
 Inventory Cost: Carrying Cost, theory and numerical  
 Inventory cost: Holding Cost: theory and numerical  
 Inventory techniques: LIFO, FIFO, Randomisation

***Module III: EOQ models***

***(5 Lectures)***

Economic order quantity (EOQ): Concept and application  
 Numerical based on EOQ  
 Production related and seasonal aspects of inventory  
 Inventory management and handling guidelines.  
 Case Study:  
 Materials Handling management: a case study

**Module IV: Inventory Control Models**
**(10 Lectures)**

Process Improvement: Concepts and applicability  
 Flow of costs and inventory valuation  
 Lead time, Safety and reserve stocks: Concepts  
 Lead time, Safety and reserve stocks: Numerical  
 EOQ modelling and its impact on inventory controlling mechanism  
 ABC analysis, VED analysis, FDN analysis, SOS analysis  
 Sales inventory ratio , consumption – inventory ratio  
 Customer service evaluation  
 Case Study: Carl's Computers  
 Presentation: Comparative analysis of Inventory Models

**Module V: Stores Management & Materials Handling(5 Lectures)**

Material Handling: Concepts and applicability. Material Handling Equipments: Tools and Techniques employed. Transportation of Materials: Matrix solution  
 Stock verification: Preparation, Analysis and disbursement. Management and disposal of surplus and scrap materials. Management and disposal of surplus and scrap materials  
 Case Study: A sustainable materials management case study: Critical metals and mobile devices  
 Case Study: Costmart Warehouse

**Continuous Assessment Pattern**

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
20	30	50	100

<b>Name of The Course</b>	<b>Sales and Operations Planning</b>			
<b>Course Code</b>	<b>MBOP6010</b>			
<b>Prerequisite</b>	<b>Operations</b>			
<b>Corequisite</b>	<b>None</b>			
<b>Antirequisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	3	0	0	3

**Course Objectives:** Sales & Operations Planning has emerged as an essential set of management tools in this age of global operations, supply chains that extend half a world away, and increasingly demanding customers. S&OP as a process that provides management the ability to strategically direct the businesses to competitive advantage on a continual basis by integrating customer focused marketing plans for new and existing products with the management of supply chain.

#### Course Outcomes

<b>CO1</b>	Demonstrate the use of Operations planning and demand forecasting in business
<b>CO2</b>	Identify the Capacity and distribution Problem and optimize for enriching knowledge
<b>CO3</b>	Determine the Aggregate operations planning scheduling patterns
<b>CO4</b>	Use of MRP and MPS in different conditions of business environment.
<b>CO5</b>	Develop the understanding of various ERP models in business environment.

#### Text Books

Operations Management for Competitive Advantage , Nicholas J. Aquilano, F. Robert Jacobs, Richard B. Chase; The McGraw-Hill/Irwin Series Operations and Decision Sciences

#### Reference Books

1. Introduction to Operations Research, Hiller and Lieberman; McGraw Hill
2. Optimization: Algorithms and Applications, Rajesh Kumar Arora; CRC Press
3. Optimization in Operations Research, Ronald L. Rardin; Pearson Publication

**Unit I: Operations Planning and Demand Forecasting**
**8 lecture hours**

Basics of Operations Planning and control, What is Sales and Operations Planning?, Overview of Sales and Operations Planning Activities, Introduction to basics of Forecasting, Forecasting Models, Time Series Models of Forecasting

**Unit II: Capacity & Distribution Planning**
**10 lecture**
**hours**

Introduction to Capacity Planning, Meaning, Classification and its Goals, Factors affecting Capacity Planning, Determining Capacity Requirements, Using Decision tree to evaluate capacity alternatives, Optimal location of warehouse, Transportation Problem, Physical Distribution Management

**Unit III: Aggregate Operations Planning and Operations Scheduling**
**10 lecture**
**hours**

The Aggregate Operations Plan, Production Rate Defined, Workforce Level Defined, Inventory on hand defined, Production Planning environment: Production Planning Strategies, Pure Strategy, Mixed Strategy, Level Scheduling, Mathematical Techniques and Numerical, Nature & Importance of Work Centers and scheduling policies , Priority Rules and techniques

**Unit IV: MRP and MPS**
**6 hours**

Meaning, Purpose and advantage of MPR, Bill of Materials, types of BOM,, Master Production Schedules - meaning, objectives process, Managing MPS inventory records, lot sizing, process of MRP, Introduction to MRPII systems and its evolution

**Unit V: Enterprise Resource Planning**
**6 hours**

Introduction to EPR, Advantages of ERP, Need of ERP, ERP and Related Technologies, ERP modules & Vendors, Evaluation and selection of ERP package, ERP Implementation Life Cycles

**Continuous Assessment Pattern**

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
20	30	50	100

<b>Name of The Course</b>	Relational Database Management System			
<b>Course Code</b>	MBIT 6001			
<b>Prerequisite</b>	Basic understanding of networks and DBMS			
<b>Corequisite</b>	None			
<b>Antirequisite</b>	None			
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	3	0	0	3

**Course Objectives:**

- To understand basic concepts and applications of Relational Database management systems.
- To examine the working of various queries of any RDBMS.
- To analyze the role of ER diagrams and DFDs in logical representation of database.

**Course Outcomes:**

<b>CO1</b>	Apply and understand the concepts of information system in organization.
<b>CO2</b>	Apply concepts of DBMS in organization.
<b>CO3</b>	Design E-R model for logical level representation of database.
<b>CO4</b>	Apply and understand the use of SQL for data filtration.
<b>CO5</b>	Analyze the current approach of data driven decision making.

**Text Book (s)**

1. Modern Database Management Systems by J. Hoffer, M. Prescott and Heikki Topi, Pearson

**Reference Book (s)**

2. Database System Concepts, Abraham Silberchatz, Henry F. Korth, 3rd
3. ERP in Practice: ERP Strategies for Steering Competence & Competitive Advantage by Jagannathan Vamanan, 2007, TMH

<b>Unit-1 Foundation of Information system</b> <b>6 Hours</b>
Real world information system, Components of Information System, Competing with Information Technology (Video lecture giving benefits of databases), Fundamentals of strategic advantage, Case study (Class discussion): JetBlue & the Veterans Administration Case (Self Study)
<b>Unit-2 The Context of Database Management</b> <b>10 Hours</b>
Database Environment: Basic Concepts and definitions of Data, Database, DBMS, data models, information, metadata, Entities, Relationships etc., Traditional file processing Vs database approach, Components of database environment, Range of Database applications, Evolution of database systems, Managing the people involved in database development,

Three schema architecture for database development. Case study: Developing a database application for Pine Valley Furniture Company

**Unit-3 Database Analysis** **7**  
**Hours**

Modelling the rules of an organization, The E-R Model: An overview, Modelling entities and attributes, modelling relationships (Allotment of problem assignment on ER diagram), ER Modelling example-Pine Valley Furniture company. Case Study: Mountain View Community Hospital Database

**Unit-4 Database Design and Implementation**  
**10 Hours**

Integrity constraints, Transforming ER diagrams into relations: Mapping entities, Transforming ER diagrams into relations: Mapping relationships, Introduction to Normalization, Functional dependencies and keys, Case study: Database design and Implementation of Mountain view community hospital, Introduction to SQL, Role of SQL in a database architecture, SQL environment, Creating, deleting and modifying tables in SQL, Inserting and updating data through SQL, Client-server database environment, internet based database environment

**Unit-5 Introduction to Data ware house and data mining**  
**7 Hours**

Data warehousing and its applications to business, Difference between DBMS and warehousing, Features of data warehousing. DSS, Data warehouse and data mart, Pushing and pulling of data, Architecture of data mining system, Interesting and useful data, Applications of data mining, visualization

### Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100



<b>Name of The Course</b>	ERP with SAP			
<b>Course Code</b>	MBIT 6002			
<b>Prerequisite</b>	Basic understanding of computers and DBMS			
<b>Corequisite</b>	None			
<b>Antirequisite</b>	None			
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	3	0	0	3

**Course Objectives:**

- To understand basic concepts and applications of ERP integration.
- To examine the architecture of ERP systems.
- To analyze the role of SAP in the assistance of business problem solving.

**Course Outcomes:**

<b>CO1</b>	Analyzing the historical aspects of ERP evolution and apply in ERP integration process.
<b>CO2</b>	Analyzing and evaluate existing ERP architectures and try to creating new ones to solve complex problems.
<b>CO3</b>	Analyzing and evaluate various ERP development life cycles from customer perspective and developers as well to attain organizational goals.
<b>CO4</b>	Evaluate and analyse the role of people involved in ERP making at each level and analyze the legal implications as well.
<b>CO5</b>	Creating and evaluate the concepts of ERP using SAP package

**Text Book (s)**

1. Enterprise Systems for Management by Luvai Motiwalla, Guido Tabellini, Jeffrey Thompson, Pearson

**Reference Book (s)**

2. ERP Demystified by Alexis Leon, 2007, TMHE-Business and E-Commerce Management by Dave Chaffey, Pearson, 3rd Ed
3. ERP in Practice: ERP Strategies for Steering Competence & Competitive Advantage by Jagannathan Vamanan, 2007, TMH

<b>Unit-1 Introduction to Enterprise Systems</b> <b>7 Hours</b> ISs in organizations (Role of IS, Information and Systems Integration), ERP Systems (What is ERP, Evolution of ERP, Role of ERP in Business, System components, ERP architecture, Benefits and limitations of ERP) ERP Implementation ( ERP lifecycle, Implementation strategies, Software and vendor selection, BPR, ERP Vendors)
--

**Unit-2 ERP Systems Architecture**
**8 Hours**

Systems Integration (Functional Silos, Horizontal and Vertical silos, Business Processes and Silos), Logical versus Physical SI, Integration steps, Benefits and limitations, ERP and its role in Logical Integration and Physical Integration), ERP architecture, Security in the Cloud. benefits and limitations, Web based architectures, Service oriented architectures), ERP Modules, Production Module, Purchasing Module, Inventory Management Module, Sales and Marketing module, Finance Module, HR Module, Miscellaneous modules, Case Study : NetSuite Inc

**Unit-3 ERP Implementation**
**9**
**Hours**

ERP implementation lifecycle(Implementation Plan, Implementation methodology, Traditional ERP life cycle, Rapid ERP Lifecycles, Implications for management, Implementation strategies ( Hardware, software and people resources, ERP Approaches (Governance, Implementation Methodology, Vanilla Implementation), software and Vendor Selection (Vendor research, Matching User Requirements to features), Requests for bids, Vendor analysis and Elimination, Contract management and license agreements, Operations and post implementation ( Go-Live Readiness, ERP Training, Stabilization, Post production support, Research paper on Hardware and Software Requirements for Implementation of ERP

**Unit-4 People and Organization**
**10 Hours**

Program and Project Management -Project Team, Module and subject matter experts,Project leadership, Critical success factors, Project scope, Change Management, Managing Scope Creep,Research paper on Change Management in ERP Products,Organizational Change and BPR,Organizational commitment, Business process change, Business process Reengineering,BPR methodology, Project organization, Roles and Responsibilities, Outsourcing (What is outsourcing, drawbacks, Offshore outsourcing, SaaS), Legal Issues - software licensing,Implementation partners and consultants,Supply chain management - SCM drivers, SCM flows, E-SCM components, E-procurement, ERP systems and supply chain, Supply chain integration with ERP,Case Study : Cisco Systems

**Unit-5 SAP Practical Implementation**
**6 Hours**

Data warehousing and its applications to business, Difference between DBMS and warehousing, Features of data warehousing. DSS, Data warehouse and data mart, Pushing and pulling of data, Architecture of data mining system, Interesting and useful data, Applications of data mining, visualization

**Continuous Assessment Pattern**

<b>Internal Assessment (IA)</b>	<b>Mid Term Test (MTE)</b>	<b>End Term Test (ETE)</b>	<b>Total Marks</b>
30	20	50	100

<b>Name of The Course</b>	Knowledge Management and Information System			
<b>Course Code</b>	MBIT 6008			
<b>Prerequisite</b>	Basic understanding of computers and DBMS			
<b>Corequisite</b>	None			
<b>Antirequisite</b>	None			
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	3	0	0	3

**Course Objectives:**

- To understand basic concepts and applications of Knowledge Management systems.
- To examine and create knowledge frameworks for different organizations.
- To analyze various tools of knowledge management in the assistance of business problem solving.

**Course Outcomes:**

<b>CO1</b>	Understand role played by information system and knowledge economy in organization
<b>CO2</b>	Apply basic concepts of Knowledge Economy of to understand and create knowledge management Model for various software projects
<b>CO3</b>	Create and Understand knowledge framework of various business strategies of decision making.
<b>CO4</b>	Understand the concept of knowledge mapping and its models.
<b>CO5</b>	Understand and apply tools of knowledge management to solve complex problems.

**Text Book (s)**

1. Knowledge Management: Tata Mc Graw Hill Education Private Ltd. By Waman S Jawadekar

**Reference Book (s)**

2. ERP Demystified by Alexis Leon, 2007, TMHE-Business and E-Commerce Management by Dave Chaffey, Pearson, 3rd Ed
3. Coping With Continuous Change in the Business Environment: Knowledge Management and Knowledge Management Technology by Derrick Kourie, Retha Snyman, and Antonie Botha

**Unit-1 Introduction to data, Information and knowledge**
**8 Hours**

Context and Relevance of Knowledge Economy, Changing Landscape of business and Paradigm shift, Emergence of knowledge Economy demanding knowledge driven strategic approach to business, Management and need of becoming a learning organization, • Data, information, knowledge, Business Intelligence, Types of knowledge, Tacit and Explicit

knowledge , Knowledge : A driver for creativity and Innovation, Knowledge a Strategic Resource and Business benefits of knowledge, Case study on KM strategy of IBM and carrier operation.

**Unit-2 Knowledge Management- introduction, design and Architecture**  
**10 Hours**

Knowledge Management and Management cycle, Thematic Analysis of knowledge Management, Knowledge Transformation and its dynamics, SECI Model and DKCU system, Business case for knowledge Management and Alber's Framework, Generic Model of Knowledge Management System, Challenges in developing KMS, Case Study on ICT for Human Capital Development, KM system Design and Architecture, Knowledge Construction Architecture, Implementation of KMS

**Unit-3 Knowledge Management for business Strategy**  
**7 Hours**

KM, Business strategy and Knowledge Link, A Knowledge Strategy Framework, Validation of knowledge through Knowledge Models, Creation and Acquisition of knowledge, Knowledge Acquisition Techniques (KAT), Case study on Daimler Chrysler : Engineering Book of Knowledge

**Unit-4 Knowledge management to transfer, Measure, Capitalize and Control**  
**6 Hours**

Knowledge Transfer and Sharing, Knowledge Mapping, Knowledge Asset, Intellectual Capital and Property, Skandia Model for Measuring Intellectual Capital, Successful implementation of KM initiative

**Unit-5 Tools and Technology for KM implementation**  
**9 Hours**

ICT, UCT , WiMAX Technology, Groupware Technology, Data warehouse and Data mining for Knowledge Search, Search Engines and Intelligent Agents, Knowledge Portal , knowledge Products, Research paper on Data mining for Knowledge discovery

**Continuous Assessment Pattern**

<b>Internal Assessment (IA)</b>	<b>Mid Term Test (MTE)</b>	<b>End Term Test (ETE)</b>	<b>Total Marks</b>
30	20	50	100

Course Outcomes (COs)	
CO1 <small>(Under the Uttar Pradesh Private Universities Act No. 12 of 2019)</small>	To demonstrate the concept, emergence and development of financial markets and services.
CO2	To apply students with an understanding of the mechanics, operations and procedures in performing the financial services.
CO3	To employ students for opportunities in the financial markets and service industry.
CO4	To identify among the students for the Banking services and products.
CO5	To determine investment strategies in analyzing a fund and its management and credit rating procedure of business.
<b>Name of The Course</b>	<b>Financial Market and Services</b>
<b>Course Code</b>	<b>MBFI 6011</b>
<b>Prerequisite</b>	
<b>Corequisite</b>	
<b>Antirequisite</b>	
	<b>L T P C</b>
	3 0 0 3

**Course Objectives:** The intense competition in the financial service industry requires every provider of financial services to be more efficient and effective. To overcome such challenges, many new kinds of financial products and services have been developed with new delivery mechanism and above this new regulations governing this industry have also come into being. The course aims develop the understanding of the complex nature of financial services.

### Course Outcomes

#### Text Book (s)

1. Khan, M.Y. Indian Financial System, Tata McGraw Hill, Delhi, (2013).
2. Avdhani: Investment and securities Markets in India, Himalaya publications, Delhi, (2014).
3. Bhole, M.K Financial Marketys and Institutions, Tata MCGraw Hill, Delhi, (2014).
4. Ghosh, D : Banking Policy in India, Edition (2012), Allied Publications, New Delhi.

#### Reference Book (s)

1. Varshney, P.N.: Indian Financial System, Sultan Chand & Sons, New Delhi, (2014).
2. Anthony Saunders & Marcia Millon Cornett, " Financial Markets & Institutions", TMH, 5th edition.

<b>Unit I: Financial markets, Services and Issue Management</b>	<b>8 lecture hours</b>
Nature of financial services in an economy, Scope and meaning of financial services in an economy. Significance of financial services in an economy. Meaning of Financial Markets, History of Financial Markets in India, Nature, Role and Structure of Financial system, Scope of Financial Markets. An introduction, nature, and role of money market, Constituents of money markets and its various instruments, Role of Merchant Bankers in maintaining health and credibility of the Capital Market. Role of underwriters in issue management and computation of underwriter's liability.	
<b>Unit II: lease financing, Reserve Bank of India &amp; Commercial Banks, Role of Mutual Funds</b>	<b>9 lecture hours</b>
Types of Leasing. Fixation of Lease Rentals, Factors influencing Lease Vs Buy Decision, Accounting treatment for Leasing. Growth and Prospects of Leasing Industry in India. Credit creation and credit control: Concept and Techniques. An overview of Indian	

**monetary policy, Meaning, functions, managements and investment policies of commercial banks, Cocepts and Role of Mutual Funds. Types of Mutual Funds.**

**Unit III: Credit Rating**

**8 lecture hours**

**Objectives of Credit Rating, Institutions engaged in Credit Rating, Purpose and Procedure of Rating for Debentures, Fixed Deposits, and Short term Instruments. Role of CRISIL and ICRA, concept of mutual fund, types and functions of Mutual Fund. SEBI regulation, Investment strategies of Mutual Funds, Benefits for the investors, Growth of Mutual Funds in India & NAV Computation, Safety, Liquidity and Profitability of Mutual Funds.**

**Unit IV: Venture Capital and Banking  
hours**

**9 lecture**

**Concept and Characteristics of Venture Capital, Origin and Growth of Venture Capital, Difference between Venture Capital Financing and Conventional funding. Venture Capital Schemes, Agencies involved in providing Venture Capital, Finance Ministry Guidelines, Introduction to Banking Services, Commercial Credit, Retail Credit, Deposit & Fees-based Products.**

**Unit V: Insurance services and Depository Services  
lecture hours**

**9**

**Life, Non Life& Other types of Insurance Health Insurance, Group Insurance, Computation on the basis of Human Life Value Index Pension Schemes Insurance Intermediaries Agents & Brokers, Conversion of Physical Securities to Electronic form, Pan card requirement - Advantages of Demat A/c. Service Charges – Know Your Customer -Norms stipulated by SEBI.**

**Continuous Assessment Pattern**

<b>Internal Assessment (IA)</b>	<b>Mid Term Test (MTE)</b>	<b>End Term Test (ETE)</b>	<b>Total Marks</b>
30	20	50	100

CO1	<b>To discuss theoretical and practical background in the field of investments</b>
CO2	<b>Apply investment analysis techniques to find out the intrinsic value of securities.</b>
CO3	<b>Determine the tools, techniques and models that help in valuing equity and debt instruments</b>
CO4	<b>Compare different portfolio construction models and theories to diversify risk of securities</b>
CO5	<b>To determine the Portfolio Management and Performance Evaluation</b>
<b>Name of The Course</b>	<b>Investment Analysis and Portfolio Management</b>
<b>Course Code</b>	<b>MBFI 6012</b>
<b>Prerequisite</b>	
<b>Corequisite</b>	
<b>Antirequisite</b>	
	<b>L T P C</b>
	3 0 0 3

**Course Objectives:** This course is about investing in securities. Investment is the current commitment of money or other resources in the expectation of reaping future benefits. Investment decisions are made in an environment where higher return is obtained only at the price of greater risk and in which it is rare to find assets that are so mispriced as to be obvious bargains. Different investors have different investment objectives and different risk-return preferences. There is, therefore, a need to have proper understanding of various securities and their features. One must understand the concept of diversification and investment portfolio, and be familiar with the relevant tools, techniques, and models so that he can analyse securities and manage investment portfolios.

### Course Outcomes

#### Text Book (s)

1. Investments, Bodie, Kane, Marcus, and Mohanty, Tata McGraw Hill, New Delhi.
2. Fundamentals of Investments, Alexander, Sharpe and Bailey, PHI Learning, New Delhi. (2013)
3. Security Analysis and Portfolio Management, Pandian, Punithavathy, Vikas Publishing House, New Delhi. (2014)

#### Reference Book (s)

1. Investment Analysis and Portfolio Management, Chandra, Prasanna, Tata McGraw Hill, New Delhi. (2014)
2. Security Analysis and Portfolio Management, Singh, Preeti, Himalaya Publishing House, New Delhi. (2013)
3. Security Analysis and Portfolio Management, Fischer & Jordan, PHI Learning, 6<sup>th</sup> edition

### Unit I: Introduction to Investment

**8 lecture hours**

Concept of Investment, Investment Objectives  
Investment vs. Speculation, Type of Investors



**Investment Process**

Investment Alternatives: Government Securities, Debt Securities

Investment Alternatives: Equity Shares, Mutual Funds

Investment Alternatives: Money Market Securities, and Other Alternatives

Regulatory Mechanism: SEBI and its guidelines; Investor Protection

**Case Study:** "Impact of Demographics on Select Investment Avenues: A Case Study of Twin Cities of Hyderabad and Secundrabad, India". By Bhanu Siressa, Chee Shree Laxmi

**Unit II: Investment risk and return analysis**

**11 lecture hours**

Concept of Return and Risk; Components of Return; Components of Investment Risk: systematic and unsystematic risk ; Types of Systematic and unsystematic risk; Measurement of risk and return

Fundamental Analysis: Economic, Industry, Company Analysis; Technical Analysis: DOW Theory, Support and Resistance level, Type of charts & its interpretations, Trend line; Technical Versus Fundamental analysis.

**Case Study:** A study on Fundamental Analysis of Selected IT companies Listed at NSE

**Unit III: Valuation of securities**

**8 lecture hours**

EMH (Efficient Market Hypothesis) and its implications for investment decision.

Valuation of Equity: Nature of equity instruments, Equity Valuation Models.

Approaches to Equity Valuation: Valuation of Debentures/Bonds : nature of bonds, valuation, Bond theorem, Term structure of interest rates, Duration.

**Research Paper:** "Bond Valuation and the Pricing of Interest rate Options in India" By Jaynath R Varma

**Unit IV: Portfolio Analysis and Selection**

**8 lecture hours**

Portfolio concept, Portfolio risk and return, Beta as a measure of risk, calculation of beta, Selection of Portfolio: Markowitz's Theory, Single Index Model, Capital market theorem, CAPM (Capital Asset Pricing Model) and Arbitrage Pricing Theory

**Case Study:** Capital Asset Pricing Model: Should We Stop Using It? Valeed A Ansari

**Unit V: Portfolio Management and Performance Evaluation**

**5 lecture hours**

Performance evaluation of existing portfolio, Sharpe, Treynor and Jensen measures; Finding alternatives and revision of portfolio; Portfolio Management and Mutual Fund Industry



Course outcomes (COs)	
CO1	Determine the nature of derivatives and identify basic concepts and techniques of Derivatives and risk management
CO2	Categorize and compare the different types of derivative instruments
CO3	Determine and demonstrate the application of various option strategies and assess their suitability in relation to the identified risk
CO4	Determine and demonstrate the application of various hedging strategies and assess their suitability in relation to the identified risk
CO5	Practice and Develop a sound understanding of various concepts, tools and techniques that apply to Derivatives anywhere in the world practice.

### Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

<b>Name of The Course</b>	Financial Risk Management			
<b>Course Code</b>	MBFI 6019			
<b>Prerequisite</b>				
<b>Corequisite</b>				
<b>Antirequisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	3	0	0	3

**Course Objectives:** Analysis of financial derivatives enable parties to trade specific financial risks (such as interest rate risk, currency, equity and commodity price risk, and credit risk, etc.) to other entities who are more willing, or better suited, to take or manage these risks—typically, but not always, without trading in a primary asset or commodity. Financial derivatives are financial instruments that are linked to a specific financial instrument or indicator or commodity, and through which specific financial risks can be traded in financial markets in their own right. Transactions in financial derivatives should be treated as separate transactions rather than as integral parts of the value of underlying transactions to which they may be linked. The value of a financial derivative derives from the price of an underlying item, such as an asset or index. Financial derivatives are used for a number of purposes including risk management, hedging, arbitrage between markets, and speculation.

### Course Outcomes

#### Text Book (s)

1. Financial Risk Management, I.M pandey, Vikas Publishing House.
2. Financial Risk Analysis, John C Hull, Pearson Education.

#### Reference Book (s)

1. Financial Derivatives, Kumar S.S, PHI learning House.
2. Derivatives, V Raghunathan, Tata Mc Graw Hill.

### Unit I: Introduction to Financial Derivatives 4 lecture hours

Meaning and Scope of Derivatives; Need for Financial Risk Management, Derivative Market and Instruments; Structure Indian and Foreign Derivative Markets

**Unit II: Derivatives Instruments**  
**hours**
**8 lecture**

Types of Derivatives-Financial and Commodity, Meaning and Mechanism; Determination of Forward Prices, Determination of Future prices, Interest Rate Swap, Project on Swaps, Currency Derivatives, Weather Derivatives, Energy Derivatives, Insurance Derivatives

**Unit III: Options pricing strategies**
**8 lecture hours**

Types of Option; American vs. European option, Presentations on Derivatives, Option pricing-call and put Concept, Option pricing-call and put Application, Pricing of Option-Binomial Model Introduction, Pricing of Option-Binomial Model Application, Pricing of Option-Black-Scholes Model Introduction, Case Study: Delphi Stuart C. Gilson, Victoria Ivashina, Sarah L. Abbott

Questions: 1. Discuss the problems and issues in the case. 2. Assume yourself as a derivative analyst, list down the factors from most to least important in deciding the option price.

**Unit IV: Hedging strategies**
**10 lecture hours**

Hedging Strategies using Forward and Futures, Determination of hedging ratio, Interest Rate Future-Euro dollar futures, Duration based hedging strategies, Hedging Using Option--Long position hedge, Trading Strategies Using Option-Vertical Spread, Trading Strategies Using Option- Horizontal Spread, Combinations-Straddle, Strangle, Concept of market risk; Delta Hedging, Vega hedging, Gamma hedging Case study: Foreign Exchange Hedging Strategies at General motors: Mihir A Desai, Mark F Veblen

Questions:

1. Discuss the effectiveness of strategy adopted by General Motors?
2. Would you suggest any other hedging strategy to General Motors?

**Unit V: value at Risk Concepts**
**10 lecture hours**

Usage of Delta in capital market, Application of Delta; Value at Risk (VaR) concept, Value at Risk (VaR) concept Application, Value at Risk (VaR) hedging, Vega and Gamma, Carbon trading options

Case Study- Carbon Trading

Questions:

1. List out the characteristics of carbon trading.
  2. Why the carbon trading is getting so much attention from the investors day by day
- Speculations in Global markets around the world

**Continuous Assessment Pattern**

<b>Internal Assessment (IA)</b>	<b>Mid Term Test (MTE)</b>	<b>End Term Test (ETE)</b>	<b>Total Marks</b>
---------------------------------	----------------------------	----------------------------	--------------------

30	20	50	100
----	----	----	-----

Course outcomes (COs)				
CO1 <small>(Under the Uttar Pradesh Private Universities Act No. 12 of 2019)</small>	Examines how the insights of behavioral finance complements the traditional finance paradigm.			
CO2	Explore the existence of psychological biases in financial decision-making and examine the impacts of these biases in financial markets and other financial settings.			
CO3	Gain an understanding of financial market anomalies and Behavioural theories			
CO4	Explain and analyze how psychological factors influence both investor and capital markets.			
CO5	Describes how individuals and firms make financial decisions affected by Corporate news and Personality Traits.			
<b>Name of The Course</b>	Behavioural Finance			
<b>Course Code</b>	MBFI 6013			
<b>Prerequisite</b>				
<b>Corequisite</b>				
<b>Antirequisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	3	0	0	3

**Course Objectives:** Analysis of financial derivatives enable parties to trade specific financial risks (such as interest rate risk, currency, equity and commodity price risk, and credit risk, etc.) to other entities who are more willing, or better suited, to take or manage these risks—typically, but not always, without trading in a primary asset or commodity. Financial derivatives are financial instruments that are linked to a specific financial instrument or indicator or commodity, and through which specific financial risks can be traded in financial markets in their own right. Transactions in financial derivatives should be treated as separate transactions rather than as integral parts of the value of underlying transactions to which they may be linked. The value of a financial derivative derives from the price of an underlying item, such as an asset or index. Financial derivatives are used for a number of purposes including risk management, hedging, arbitrage between markets, and speculation.

### Course Outcomes

#### Text Book (s)

1. Thaler RH. Advances in Behavioral finance. New York. Russell Sage Foundation.
2. Pompian MM. Behavioral Finance and Wealth Management. How to Build Optimal Portfolios That Account for Investor Biases. New Jersey. John Wiley & Sons, Inc., Hoboken.
3. Shuchthita Singh & Shilpa Bahl “Behavioural Finance”, Vikas Publishing House (P) Ltd.

#### Reference Book (s)

1. Finding Financial Wisdom in Unconventional Places (Columbia Business School Publishing)
2. Bisen, pandey-Learning Behavioural Finance(Excel Books)
3. A History of Financial Speculation: Edward Chancellor

**Unit I:** Introduction: Behavioural Finance **6 lecture hours**

Behavioural Finance: Nature, Scope, Objectives and Significance & Application. History of Behavioural Finance, Psychology: Concept, Nature, Importance, The psychology of financial markets, The psychology of investor behaviour, Behavioural Finance Market

Strategies, Prospect Theory, Loss aversion theory under Prospect Theory & mental accounting—investors Disposition effect.

**Unit II: Building block of Behavioural Finance**  
**lecture hours**

**8**

Building block of Behavioural Finance, Cognitive Psychology and limits to arbitrage. Demand by arbitrageurs: Definition of arbitrageur; Long-short trades; Risk vs. Horizon; Transaction costs and short-selling costs; Fundamental risk; Noise-trader risk; Professional arbitrage; Destabilizing informed trading (positive feedback, predation) Expected utility as a basis for decision-making. The evolution of theories based on expected utility concept.

**Unit III: Behavioural Theories** **10 lecture hours**

Endowment – effect and availability heuristic myopic loss, Aversion and mental accounting – naïve diversification – overconfidence and optimism, Accounting anomalies calendar anomalies – attention anomalies, Celestial’s anomalies – meteorological anomalies. Over reaction – under reaction – fairness – ethics – mutual fund scandal – advertising to investors – saving behavior, Overconfidence and individual investors, Overconfidence and professional investors, Risk perceptions, Decision frames, Familiarity and representativeness

**Unit IV: Investment Decision and its related perceptions** **10 lecture hours**

External factors and investor behaviour: Fear & Greed in Financial Market, emotions and financial markets: geomagnetic storm, Statistical methodology for capturing the effects of external influence onto stock market returns  
Elsberg’s paradoxes, Rationality from an economics and evolutionary perspective. Different ways to define rationality: dependence on time horizon, individual or group rationality. Herbert Simon and bounded rationality. Demand by average investors: Definition of average investor; Belief biases; Limited attention and categorization. Case Study: Investors’ Behavior and Preference: A Case Study of Indian Stock Market

**Unit V: Behavioral corporate finance**

**6 hours**

Behavioral corporate finance: Empirical data on dividend presence or absence, ex-dividend day behavior. Timing of good and bad corporate news announcement. Systematic approach of using behavioural factors in corporate decision-making. Neurophysiology of risk-taking. Personality traits and risk attitudes in different domains, Case Study: Corporate behavioural finance – the case of Lithuania

**Continuous Assessment Pattern**

<b>Internal Assessment (IA)</b>	<b>Mid Term Test (MTE)</b>	<b>End Term Test (ETE)</b>	<b>Total Marks</b>
30	20	50	100

CO1	Illustrate the fundamentals of wealth management including the need for and process of wealth management and financial planning.
CO2	Debate the importance of tax liability and planning along with the practical implementation of taking loan and filing of tax returns of the individuals.
CO3	Evaluate the fundamentals of financial health evaluation using various techniques like ratio analysis and preparation of budgets
CO4	Analyze the need, importance and types of insurance in order to have a practical knowledge of the same
CO5	Apply the concepts of wealth management and financial planning to plan for the retirement, writing and execution of a will

<b>Name of The Course</b>	<b>Wealth Management and Taxation</b>			
<b>Course Code</b>	<b>MBFI 6014</b>			
<b>Prerequisite</b>				
<b>Corequisite</b>				
<b>Antirequisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	3	0	0	3

**Course Objectives:** The area of personal financial planning and wealth management encompasses many disciplines these include investments, retirement, cash-flow planning, pension schemes, insurance, taxation, borrowing money, financial analysis, risk assessment, and many other areas. This subject is designed to provide students with the ability to develop and manage personal finance & design financial plans for their clients in a way that meets their specific goals and long-term objectives

#### Course Outcomes

#### Text Book (s)

1. **Personal Finance by Jack R Kapoor, Les R Dlabay and Robert J Hughes (2015).**
2. **Wealth Engine: Indian Financial Planning and Wealth Management by S Sankaran, Vision Books (2012).**
  1. **Wealth Management by Dun & Bradstreet, McGraw Hill Education (2017)**
3. **Personal Financial Planning by Lawrence J. Gitman , Michael D. Joehnk& Randy Billingsley**

#### **Unit I: Wealth Management Basics 11 hours**

Meaning of Wealth Management, Need of Wealth Management and Financial Planning, Wealth Management Process, Wealth Management Process, Wealth Management Process, Developing personal financial goals, Developing personal financial goals, Financial planning Lifecycle, Financial planning Lifecycle, Application of concepts of Time Value of Money in financial planning and decision making, Case study on Financial Planning in case of Uneven Inflows

#### **Unit II: Financial Health Evaluation**

**6hours**

Taxes and financial planning, Income tax fundamentals, Filing income tax return, Tax planning strategies, Meaning of consumer credit and Cost involved in obtaining credit,

Information creditors look for providing credit Consumer loan, Home loan, Auto loan and Credit cards etc, Role of Loans in maximization of personal wealth, Case study on Defining an Appropriate Asset Allocation

**Unit III: Budgeting 6 hours**

Preparation of Personal Income Statement and Personal Balance Sheet, Ratio Analysis, Preparation of Budgets, Financial Goals Decisions, CASE STUDY : How to Restructure Your Liabilities Wisely?, Application of concepts of Time Value of Money in financial planning and decision making

**Unit IV: Insurance Planning**

**11 hours**

Develop a risk management plan using insurance, disability insurance, Case study: Planning for your Golden Years , Importance of property, liability insurance, automobile insurance, disability insurance, Cost of health Insurance, various types of health care coverage, Purpose and principle of life insurance, Creation of a plan for insurance, Importance of Nomination in Insurance

**Unit V: Retirement Planning**

**6hours**

Overview and need for retirement planning, Retirement living expenses, Planning your retirement income, Need and Objective of estate planning, Writing a will, Common features and requirement of valid will, Changing and revoking Will. Administration of estate, Trusts, selecting a trustee, Case study – Retirement Planning Made Easy

**Continuous Assessment Pattern**

<b>Internal Assessment (IA)</b>	<b>Mid Term Test (MTE)</b>	<b>End Term Test (ETE)</b>	<b>Total Marks</b>
30	20	50	100

<b>Name of The Course</b>	Global Business Strategy			
<b>Course Code</b>	MBIB 6001			
<b>Prerequisite</b>				
<b>Corequisite</b>				
<b>Antirequisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	3	3	0	3

**Course Objectives:**

1. To acquaint students with basic concepts and theories of international business and their applications to managerial decision-making to sustain the business in long-run.
2. To assist students in developing their creativity and innovative thinking to make good decisions in a complex global environment by correctly identifying problems and opportunities, analyzing alternatives properly, and making the best choices in a given condition.
3. To critically analyse situations for forward thinking through innovation.

**Course Outcomes:**

CO1: Use basic concepts in strategy like five forces and three strategies to understand the foundations of global business strategy.
CO 2: Demonstrate importance of VRIO framework and the strategic role of culture and ethics.
CO 3: Examine entrepreneurial strategies from industry, resource and institution based views.
CO 4: Differentiate between the various modes of foreign entry by business firms and understand their advantages and disadvantages.
CO 5: Relate diversifications, ownership and conflict and analyze the stakeholder view of firm.

**Text Book (s):** Global Strategy      Mike Peng, Third edition, Cengage learning, 2014

**Reference Book (s):**

Global strategic management Philippe Lasserre, Palgrave Macmillan

Global & transitional business: strategy and management      Stonehouse, Campbell, Hamill, Purdie, Wiley India

Redefining global strategy      Pankaj Ghemawat, Harvard Business Review Press

<b>Unit-1</b>	<b>No. of Lectures: 10</b>
Meaning and importance of global strategy, Fundamental questions in strategy Globalization and global strategy Defining industry competition, Five forces framework, Three generic strategy	
<b>Unit-2</b>	<b>No. of Lectures: 6</b>
Understanding resources and capabilities, Resources, capabilities and value chain, Value, Rarity, Imitability and Action framework, Understanding institutions, Institution based view of global strategy, Strategic role of culture, Strategic role of ethics, Marginal Costing & Tactical Decisions; Make or Buy Decision Outsourcing Decision; Relevant Costing: Absorption & Contribution; Target costing and Cost plus Pricing	
<b>Unit-3</b>	<b>No. of Lectures: 5</b>
Entrepreneurship and entrepreneurial firms, Case Study: Comprehensive model of entrepreneurship- industry based, resource based and institution based Five entrepreneurial strategies- growth, innovation, network, finance and governance, harvest and exit Overcoming the liability of foreignness, Understanding the propensity to internationalize	



**Unit-4** **Number of Lectures: 6**

A comprehensive model of foreign market entries- industry based, resource based and institution based, Where to enter-location specific advantages, cultural/ institutional distances

How to enter- Scale of entry and modes of entry, Defining strategic alliances and network

A comprehensive model of strategic alliances and network, Formation of strategic alliances, Evolution and performance of strategic alliances

**Unit-5** **No. of Lectures:13**

Product diversification, Geographic diversification, Combining product and geographic diversification, Acquisitions and restructuring, Multinational strategies and structures Worldwide learning, innovation and knowledge management, Concentrated vs diffused ownership, Family ownership and state ownership, Principal- agent conflict, Principal-principal conflict, Board of directors- Key features and role

Stakeholder view of firm, Case study : Argana from a local supplier to a global player

Case study: Mattel and the toy recalls, Case study: Unilever's Fair and Lovely whitening cream- doing well but not doing good

**Continuous Assessment Pattern**

<b>Internal Assessment (IA)</b>	<b>Mid Term Test (MTE)</b>	<b>End Term Test (ETE)</b>	<b>Total Marks</b>
<b>30</b>	<b>20</b>	<b>50</b>	<b>100</b>

<b>Name of The Course</b>	Trade Documentation and Procedure			
<b>Course Code</b>	MBIB6003			
<b>Prerequisite</b>				
<b>Corequisite</b>				
<b>Antirequisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	3			3

### Course Objectives:

In today's world, when even the *desi kirana* stores and the local *pop and mom stores*, with only local sourcing of products and catering to local clientele, can't claim that they are unaffected by global business, businesses have to remain vigilant for any opportunity or threat, presenting itself from across the border, and have to remain ready to counteract. It is only reasonable to familiarise students of MBA, with these aspects of international business and trade.

The *Trade Documentation and Procedures* subject covers the technical details of export and import business.

It starts off by explaining the logic behind international business, the various modes of taking business offshore, including exports, manufacturing, contracting, foreign investment etc., then talks about the benefits arising for both the business firm and the country where the business is operating, from such operations.

The course also touches upon various national and international bodies that have been established for the promotion and development of trade across nations, and does a pro-con analysis of the same.

It also discusses the various governmental stands in different countries, with regard to whether international business activity – both export and import – is good or bad for the nation in this regard before finally moving on to the specifics of export business activity.

The subject equips the student in the formalities needed to set up such a business; and finally gives the hardcore nitty-gritty of running export businesses- how to contact potential foreign buyers, or foreign vendors, how to garner funds for international biz activity; and then explains the procedural requirements and documentation necessitated by government for all such cross border activities. The various incentives provided to exporters, in order to promote foreign exchange earnings have been discussed, along with the relevant procedures. After building this theoretical background, the paper will take up a study of some specific regions with respect to their export and import activities, and the prospects for Indian players in these regions.

This course also takes an overview of some important logistic considerations affecting export businesses, like shipping, airline and containerization firms and their services.

### Course Outcomes

CO 1: Correlate the trade theories and the role of government and semi-government organizations in the country for doing international business. (K4)
CO 2: Utilize a sound technical understanding of the step by step procedures for doing export and import (K3)
CO 3: Identify the export and import cargo clearance mechanism and duties and incentives and the rationale behind the same. (K4)
CO 4: Differentiate the different international transport system and handle include the international trade operations and logistics efficiently. (K 4)

CO 5: Measure and gauge the international business in a specific regions in terms of trade scenario and opportunities and threats of carrying out business with them. (K5)

**Text Book (s)**

1. Export Import Management by Paul, Aserkar, Second Edition, Oxford University Press.

**Reference Book (s)**

1. Export Management by Khurana, P.K., Galgotia Publishing Company
2. International Business by Aswathappa, McGraw-Hill
3. International Trade and Export Management by Cherunilam F, Himalaya
4. International Business by Hill, & Jain, Sixth Edition, Tata McGraw-Hill
5. International Business by Rakesh Mohan Joshi, OUP
6. Trade Policy Document (Latest), GOI, Available from Nabhi Publications
7. Important weblinks <http://finmin.nic.in>  
<https://dgft.gov.in>  
<https://commerce.gov.in>

**Unit-1**

**Module I : Introduction**

**10 Lecture Hours**

Basics of trade, Foreign Trade & International Business, Benefits of Trade, Trade Theories Modes of International Business, Institutional framework, The role of Government and Semi-Government organizations, India's Trade Policy, Foreign Trade Policy (2015- 2020), General Provisions Regarding Imports and Exports, World Bodies, WB, IMF, WTO and Trade liberalization, Case Study: Analysis of trade before and after the WTO: A case study of India

**Unit-2 – Setting up and Export Documentation**

**9 Lecture hours**

Setting up Export Business, Selecting the right name, Registration, Opening a bank account Registration with different authorities, Obtaining IEC code no., Export License, Procedures and Processing of an Export order, Selection of product/market, Identifying and making initial contact with customer, Export quotation and finalizing terms of payment, Obtaining finance, buying export guarantee schemes, Processing/ Buying of export products, Packaging, marking, labeling, Compulsory inspection, Clearance from excise etc., Marine Insurance, Custom Clearance of Export Cargo Shipment, Export-Import documentation and practices, Commercial and Regulatory Documents, Proforma Invoice, Packing List, Commercial Invoice

Certificate of Origin (GSP), Inspection certificate, Insurance Certificate, Shipping Bill/Bill of Entry, Exchange Declaration Form, Bills of Exchange, Bill of Lading, Introduction to Import Documents, Case Study: A study on export procedure and documentation in Needle Industries Pvt. Ltd.: Nilgiris

**Unit-3 Payments Duties and Incentives**

**6 Lecture Hours**

Custom Clearance of Export Cargo, Customs valuation, The harmonized system, Receiving Payment, Document presentation and negotiation with banks, Claiming benefits under incentive schemes, Duty Exemption & Remission Schemes, Capital Goods Scheme, Export Promotion Measures, Special Economic Zones





(Under the Uttar Pradesh Private Universities Act No. 12 of 2019)

<b>Name of The Course</b>	<b>Advance Statistics and Econometrics</b>			
<b>Course Code</b>	<b>MBBA6003</b>			
<b>Prerequisite</b>	Statistics for Decision making			
<b>Corequisite</b>	None			
<b>Antirequisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	3	0	0	3

### Course Objectives:

This course provides the framework for understanding the different tools and techniques used for data analysis. It includes some of the important statistical methods which are currently being used and it also incorporates the regression analysis. Some of the problems which occur frequently in the data analysis have been included to provide a comprehensive approach towards understanding the subject. The goal of this course is to help the students in decision making by providing them the theoretical framework.

This course focuses on the analysis of data, and the use of regression as a problem-solving tool. This encompasses the understanding and application of appropriate research designs, research statistics, and the use of statistical packages for data analyses, and report writing and presentation.

For you to get the most out of this subject, and for it to be a rewarding and fun learning experience for all, I expect you to:

- i. Attend the class sessions and come prepared – that is, having read the assigned readings.
- ii. Have a positive attitude and be willing to engage in non-traditional learning formats.
- iii. Participate openly and thoughtfully in classroom discussions.
- iv. Challenge the ideas presented in your readings as well as those of the instructor and other students – demonstrate your ability to think critically and to offer constructive alternatives.

Fulfil the requirements of this subject to the best of your ability. The more time and effort you put into this subject, the more you'll get out of it.

### Course Outcomes

<b>CO1</b>	Apply MANOVA and Factor Analysis and interpret the results.
<b>CO2</b>	Illustrate the use of cluster analysis and discriminant analysis.
<b>CO3</b>	Estimate the regression equation and predict the dependent variable.
<b>CO4</b>	Recognize the violations of classical assumptions.
<b>CO5</b>	Evaluate the time series model by using suitable techniques.

### Text Book (s)

- .Hair, Black, Babin, Anderson (2018): Multivariate Analysis, Cengage 8<sup>th</sup> edition
- Damodar Gujarati, Porter, Gunasekar (2017): Basic Econometrics, McGraw Hill, 5<sup>th</sup> edition

**Reference Book (s)**

1. Alvin Rencher (2010): Methods of Multivariate Analysis, Wiley, 3<sup>rd</sup> edition
2. Jeffery Wooldridge (2018): Introductory Econometrics, Cengage, 7<sup>th</sup> edition
3. Christopher Dougherty (2011): Introduction to Econometrics, Oxford University Press, 4<sup>th</sup> edition

<b>Unit-1 Introduction to MANOVA and Factor Analysis</b>	<b>7</b>
<b>hours</b>	
MANOVA- How is it different from ANOVA, Requirements and uses of MANOVA, Assumptions and Issues in MANOVA design, Eigenvalues and Eigenvectors, Factor Analysis, Model estimation & Overall fit of MANOVA, Case Study: HBAT_200 dataset	
<b>Unit-2 Discriminant Analysis and Cluster Analysis</b>	<b>7</b>
<b>hours</b>	
Concepts, Design for Discriminant analysis, Assumptions and Uses of Discriminant Analysis, Model estimation & overall fit, Interpretation of the result, Cluster Analysis- Meaning and Purpose, Hierarchical clustering, K-means clustering, Case Study: HBAT dataset	
<b>Unit-3 Regression Analysis and Assumptions</b>	<b>9</b>
<b>hours</b>	
Meaning of regression models, Classical Assumptions of Linear Regression Model, OLS, R-Square, Case Study: Emergence of no frill airlines to increase the tourists- An empirical study of eastern India, Gauss-Markov Theorem, Multiple Regression Model, Adjusted R-Square, Endogeneity, Omitted Variable, Measurement error, Dummy Variable, Missing data, Outliers, Method of moments, Maximum likelihood estimator	
<b>Unit-4 Violations of Assumptions</b>	<b>8</b>
<b>hours</b>	
Heteroskadasticity-Meaning and Consequences, Heteroskadasticity- Tests and solutions, Autocorrelation- Meaning and Consequences, Autocorrelation- Tests and solutions, Multicollinearity- Meaning and Consequences, Multicollinearity- Tests and solutions, Case Study: Housing Prices- Multiple Regression, Multicollinearity and Model Building ( <a href="http://www.jmp.com/content/dam/jmp/documents/en/academic/case-study-library/case-study-library-12/business-case-studies/12-housingprices.pdf">www.jmp.com/content/dam/jmp/documents/en/academic/case-study-library/case-study-library-12/business-case-studies/12-housingprices.pdf</a> ), Instrumental variables, Two stage least square, ILS	
<b>Unit-5 Limited Dependent Variables and Time Series</b>	<b>9</b>
<b>hours</b>	
Limited Dependent Variables, Logit, Probit, Tobit Models, Estimation of the models and Interpretation of the results, Time Series Analysis- Meaning and applications, Concept of stationarity, types of stationarity, Problem of non-stationarity, Auto covariance function, Partial auto covariance function, AR, MA, ARMA, ARIMA, ARCH, GARCH, Case Study: Truck forecasting with time series analysis, a case study of Blue Water Bridge ( <a href="http://www.wistrans.org/cfire/documents/Paper11-5_TruckTimeSeriesForecasting.pdf">http://www.wistrans.org/cfire/documents/Paper11-5_TruckTimeSeriesForecasting.pdf</a> )	

**Continuous Assessment Pattern**

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100
<b>Name of The Course</b>	<b>Business Intelligence</b>		
<b>Course Code</b>	<b>MBBA 6006</b>		

<b>Prerequisite</b>	
<b>Corequisite</b>	
<b>Antirequisite</b>	
	<b>L T P C</b>
	3 0 0 3

### Course Objectives:

This course provides a comprehensive introduction to the concepts, techniques and applications of business intelligence (BI). The class will equip students with a managerial overview of business intelligence, a basic understanding of statistics and economics foundations in BI, a general exposure to real world BI applications and trends, and hands-on practices of BI software..

### Course Outcomes

<b>CO1</b>	Summarize the basic business intelligence terminology managerial overview of data driven decision making pertaining to Business problems/ Issues/ Opportunities
<b>CO2</b>	Outline the real-world business intelligence examples across different industries and the trends in business intelligence.
<b>CO3</b>	Defend business intelligence software like Cognos for solving business problems.
<b>CO4</b>	Display the importance of report generation in an adhoc manner.
<b>CO5</b>	Organize theory and application of Business Intelligence in various functional areas through interdisciplinary approach.

### Text Book (s)

1. Business Intelligence-The Savvy Manager's guide David Loshin, Morgan Kaufmann Publishers
2. IBM Cognos 10 Report StudiohiniChhellappan, Willey Filip Draskovic, Roger Johnson

### Reference Books

1. Business Intelligence –A Managerial Perspective of Analytics Sharda, Delen and Turban, Pearson
2. Fundamentals of Business Analytics R N Prasad and Seema Acharya, Wiley India

<b>Unit I: Business Intelligence ,Information development and Decision Support 7 hours</b>
Opening Case: Magpie Sensing Employs Analytics to Manage a Vaccine Supply Chain Effectively and Safely Support Value of Business Intelligence-Bridging the Gaps Between Information Technology and the Business Users Case: Sabre Helps Its Clients Through Dashboards and Analytics ( <a href="http://www.youtube.com/watch?v=NXEL5F4_aKA">www.youtube.com/watch?v=NXEL5F4_aKA</a> .) Business Intelligence Success FactorsChanging Business Environments and Computerized Decision
<b>Unit II: BI Environment7 hours</b>



A Framework for Business Intelligence (BI) Data Processing-OLAP versus OLTP  
 OLTP- Advantages, challenges, Shortcomings OLAP Architectures, MOLAP, ROLAP,HOLAP

OLAP Operations on multi-dimensional data: Slicing, Dicing, Roll Up, Drill Down, Drill Across, Drill Through

Case: [Smart Business Reporting Helps Healthcare Providers Deliver Better Care](#)

**Unit-3 Basics of Data Warehousing & Data Integration**

**9 hours**

Opening Case: [Isle of Capri Casinos Is Winning with Enterprise Data Warehouse](#) Need for Warehouse, Data Mart, Operational Data Stores(ODS) Kimball's approach versus Inman's approach to Data warehousing, Goals of Data Warehouse, Data Sources for Data Warehouse

Case:[Things Go Better with Coke's Data Warehouse](#) ETL, Data mapping, data staging Approaches to Data integration, needs and advantages.

Data Quality and maintaining data quality Data Profiling. Case: [EDW Helps Connect State Agencies in Michigan](#)

**Unit-4 Multidimensional Data Modeling**

**8 hours**

Data Modeling Basics: Entity, Attribute, Cardinality Types of Data Models: Conceptual data model, Logical data model, Physical model Dimensional modeling, Fact Table and Dimensional Table Star and Snowflake Schema [Group Activity: Designing a Dimensional Model using Excel 2010](#)

**Unit-5 Business Reporting, Visual Analytics, and Business Performance Management**

**9 hours**

Opening Case: [Self-Service Reporting Environment Saves Millions For Corporate Customers](#) Business Reporting Definitions and Concepts – Case: [Flood of Paper Ends at FEMA](#) The Emergence of Data Visualization and Visual Analytics - Performance Dashboards -Types of Charts and Maps Case: [Tableau Saves Blastrac Thousands of Dollars with Simplified Information Sharing](#)

Business Performance: Management and Measurement-Balance Score Card Method Case: [IBM Cognos Express Helps Mace for Faster and Better Business Reporting](#) Reporting with Cognos 10.1(or above) Introduce Cognos BI, Highlight key capabilities of Cognos BI, Understand Cognos multi layered architecture Introduction to Framework Manager, Identify the different data sources within the studios Report, Query, Analysis, Job, Agent and Page Properties. Introduction to Report Studio, Report Studio User Interface- Create ,Save and Run Reports.

**Continuous Assessment Pattern**

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

<b>Name of The Course</b>	<b>Decision Modelling with Spreadsheets</b>			
<b>Course Code</b>	<b>MBBA 6007</b>			
<b>Prerequisite</b>	None			
<b>Corequisite</b>				
<b>Antirequisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	3	0	0	3

### Course objective

Spreadsheet programs allow users to develop a number of documents that can be used for both professional and personal use. Users can store data, perform calculations, and display values or figures graphically. A spreadsheet may be used to calculate the earnings of business products for the year, or it simply may be used to keep track of monthly bills. This class is targeted at beginning users and is intended to provide the basics for using a spreadsheet program. Whether it is Fortune 500 Corporation or any small and medium organization, all of them require summarizing, reporting and analyzing data. For more advanced needs like decision making building analytical models for understanding the effect on profit of various inputs, reduction of cost and management operation everything becomes easy and efficient by incorporating spreadsheet applications. Use of spreadsheets in businesses has evolved from mere book keeping to a functionally rich platform for quantitative business modelling and decision support systems.

### Course Outcomes

<b>CO1</b>	Explain decision modelling terminology and managerial overview of data driven decision making pertaining to Business problems/ Issues/ Opportunities .
<b>CO2</b>	Interpret the real-world problems involving optimal resource allocation and risk analysis for decisions involving uncertainty through Linear Programming Modelling.
<b>CO3</b>	Infer the importance of report generation of the data analysis and visualization through NLP, transportation and Network modelling .
<b>CO4</b>	Illustrate decision modelling using MS-Excel 2010 to set up, analyze and solve business decision problems .
<b>CO5</b>	Use the management skills with emphasis on systematic, logical thinking for forecasting using spreadsheets.

### Text Books

1. Managerial Decision Modelling With Spreadsheets, Balakrishnan Nagraj, Render Barry and M.Stain Jr. Ralph, Third Edition, Pearson (ISBN 978-81-317-1485-0)

### Reference Books

1. "Excel 2010, Data Analysis and Business Modelling" Winston L. Wayne, 2011, PHI Learning (ISBN 978-81-203-4359-0)
2. "Microsoft Excel 2016-Bible" Walkenbach John, Wiley Publishing Inc. (ISBN 978-0-470-04403-2)
3. "Operations Research: Principles and Practice" Ravindran, Phillips and Solberg, Second Edition, Wiley India Pvt. Ltd.

<b>Unit I: Introduction to Managerial Decision Modeling 7 hours</b>
---

<b>Opening Case: Patrick's Paradox</b>
--

Overview of Decision modelling Modeling, Types of Decision Modeling, Steps in Decision Modeling, Demonstration Exercises

**Unit II: Linear Programming Modeling (LPM)7 hours**

Introduction, Developing a Linear Case Study: Golding Landscaping and Plants, Inc Programming Model Graphical versus Excel Based modeling. Graphical versus Excel Based modeling. part 2Lab assignment of the above Case Study: Mexicana Wire Winding, Inc.

**Unit-3Transportation, Assignment and Network Models 9 hours**

Introduction to Transportation and their characteristics Introduction to Network Models and their characteristics Case Study: Old Oregon Wood Store Modeling the Transportation Problems Interpretations of results Modeling the Network Problems Case Study: Custom Vans Inc Interpretations of results Modeling the Assignment Problems Interpretations of results Lab assignment of the above:Case Study: Chase Manhattan BankMaximum Flow, Shortest Path Minimum Spanning Tree Model Applications

Introduction to Decision Analysis under uncertainty Case Study: Binder's Beverage

**Unit-4 Nonlinear programming models and decision models 8 hours**

Integer, goal and nonlinear programming models Decision analysis, Decision making under uncertainty Case Study: Easley Shopping Center Decision making under risk Decision trees Case Study: Ski Right

**Unit-5 Queuing and Simulation9 hours**

Queuing models, system costs single server and multiple server queuing systems Simulation models Case Study: Abjar Transport Company Monte Carlo simulation Case Study: Alabama Airlines Types of forecasts, Qualitative forecasting Qualitative forecasting Case Study: Forecasting Football Game Attendance at Southwestern University Forecast error Trend and Seasonality

**Continuous Assessment Pattern**

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

<b>Name of The Course</b>	<b>Marketing Analytics</b>			
<b>Course Code</b>	<b>MBBA 6008</b>			
<b>Prerequisite</b>				
<b>Corequisite</b>				
<b>Antirequisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	3	0	0	3

**Course objective**

This course aims to cover topics in marketing analytics, an area that remains the decision enabler of utmost importance for many of the offline and online companies' marketing and merchandising divisions. The objective of the course is to give students a general understanding of this vital area in marketing while demonstrating critical application areas in online and offline marketing channels. The course will have mainly a hands-on approach - guided by the principles - to problems faced by companies daily. There are three components

of any corporate analytics project: 1. Data 2. Model 3. Delivery Accordingly, the course will have lectures complemented with demonstrations of various techniques and projects.

### Course Outcomes

<b>CO1</b>	Analyze the role of analytics in making marketing strategies and decision making pertaining to Business problems/ Issues/ Opportunities.
<b>CO2</b>	Apply various data analytics techniques to predict the appropriate market for launch and sale of products.
<b>CO3</b>	Predict the behaviour of the customers to know the potential customers
<b>CO4</b>	Illustrate the use of analytics to know appropriate channel to market the product.
<b>CO5</b>	Apply business analysis techniques to improve various functions of marketing/digital marketing.

### Text Books

1. Grigsby, Michael. Marketing Analytics: A practical guide to real marketing science. Kogan page. 2015.
2. Jerry Rackley. Marketing Analytics Roadmap: Methods, Metrics, and Tools. Apress, 2015.
3. Winston, Wayne L. Marketing Analytics: Data-Driven Techniques with Microsoft Excel. Hohn Wiley & Sons, 1st Edition, 2014.
4. Hemann, Chuck and Ken, Burbary. Digital Marketing Analytics: Making Sense Of Consumer Data In A Digital World. Que Publishing, 2013

### Reference Books

1. Artun, [Omer](#) and [Dominique, Levin](#). Predictive Marketing: Easy Ways Every Marketer Can Use Customer Analytics and Big Data. Wiley, 2015

<b>Unit 1: Introduction to Analytics</b>	<b>8 Lectures</b>
Marketing Analytics as an enabler of Marketing Strategy, Statistical Foundations of Marketing, Descriptive Statistics, Distributions, General Linear Models, Optimization	
<b>Unit 2: Product Analytics</b>	<b>10 Lectures</b>
Pricing and Revenue Management, Point-of-sale Data, Deciding on the “Right” Pricing Approach, Strategic Pricing, Implementing tools to support pricing strategy, Managing the prices to meet revenue goals, Tactical Pricing, Assortment Optimization, Panel and Point-of-Sale data, Customer meets product, A retailer’s nightmare: shelf-space optimization, Site-to-store, Product meets customer	
<b>Unit 3: Customer analytics</b>	<b>7 Lectures</b>
Loyalty Data, What is a customer’s lifetime?, How can we predict it?, Market Basket Analysis, Market-Basket Data, Product Affinities,.	
<b>Unit 4.: Channel Analytics</b>	<b>8 lectures</b>
Web Analytics, Social Media Analytics, Online Data, Managing the online real estate, The “cloud”, Marketing Budget Optimization Across Channels., Search Engine Marketing versus Search Engine Optimization	

**Unit 5: Applications of Marketing Analytics**
**6 lectures**

Marketing and Cloud computing, Impact of marketing analytics, Marketing Analytics Challenges, Analytics credibility, ROI Measurement challenges, The future of Marketing Analytics

**Continuous Assessment Pattern**

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

<b>Name of The Course</b>	<b>Data mining &amp; Predictive Analytics</b>			
<b>Course Code</b>	<b>MBBA 6010</b>			
<b>Prerequisite</b>	<b>Database, Data warehouse concepts</b>			
<b>Corequisite</b>	<b>None</b>			
<b>Antirequisite</b>	<b>None</b>			
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	3	0	0	3

**Course Objectives:** This course provides an introduction to the fundamental issues and basic techniques of data mining. In particular, the use of data mining to support business analytics and decision making will be covered through labs, projects and case studies. Students are expected to learn data mining and its use in business analytics through acquiring the basic data mining concepts and techniques, using them to explore data, and deriving useful knowledge patterns from the data through hands-on that involve some industry strength data mining software packages like RapidMiner/XLMiner and Tableau.

**Course Outcomes**

<b>CO1</b>	Describe the business needs for knowledge discovery in order to create competitive advantages with data mining technologies appropriately in order to realize their real business value in solving business problems.
------------	---

<b>CO2</b>	Identify key issues in a business setting, develop a perspective that is supported with relevant information and integrative thinking, to draw and assess conclusions.
<b>CO3</b>	Demonstrate the basic data mining concepts and their application in business context using data mining tools.
<b>CO4</b>	Display the importance of report generation in an adhoc manner.
<b>CO5</b>	Explain Integration of theory and application in various functional areas through interdisciplinary approach.

**Text Book (s)**

1. Data Mining for Business Intelligence: Concepts, Techniques, and Applications in Microsoft Office Excel with XLMiner" by GalitShmueli, Nitin R. Patel, Peter C. Bruce Publisher: Wiley;

**Reference Book (s)**

1. Data Science for Business, Foster Provost and Tom Fawcett, O'Reilly, 2013
2. Machine Learning with R, Brent Lantz
3. Ratner, Bruce.(2003), Statistical modeling and analysis for database marketing : effective techniques for mining big data, CRC Press LLC, 2000 N.W. Corporate Blvd., Boca Raton, Florida 33431.

<b>Unit-1</b>
Data mining - business value of data mining, and how technology can be used to create this value ,data mining related terms Overview of Data mining process, core ideas- classification, Association rules, Predictive Analytics, Data reduction, dimension reduction , data exploration , visualization, supervised and unsupervised data mining Steps in Data mining- organization, preparation and cleaning of Data sets
<b>Unit-2</b>
Performance Evaluation Multiple Linear regression, explanatory Vs Predictive modelling Nearest Neighbors, Naïve Bayes Classification and regression trees Logistic Regression Neural Nets Combining methods- Bagging, Boosting
<b>Unit-3</b>
Association Rules- discovering association rules in transaction Databases (Affinity rules and market basket Analysis) Collaborative filtering- user-based, item based Cluster Analysis- Hierarchical, non-hierarchical
<b>Unit-4</b>

Bottleneck of knowledge engineering, Rule-Based systems Applications of Data mining- credit management

**Unit-5**

Social Network Analytics-Applications, advantages and disadvantages Text Mining- Applications, advantages and disadvantages

**Continuous Assessment Pattern**

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

<b>Name of The Course</b>	<b>Business Analytics using R</b>			
<b>Course Code</b>	MBBA6011			
<b>Prerequisite</b>	Mathematics, Statistics			
<b>Corequisite</b>				
<b>Antirequisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	3	0	0	3

**Course Objectives:**

The course on Business Analytics Using R, is devised for the management students who want to be aspiring analytics professionals. The course focuses on R programming, which offers rich set of packages for a wide variety of statistical computing and data analysis. At the end of the course, the candidates will be competent in all forms of R programming and implement Data Analytics for a variety of business insights

**Course Outcomes**

<b>CO1</b>	<b>Explain the fundamental components of Business Analytics</b>
<b>CO2</b>	<b>Install RStudio and create R objects</b>

<b>CO3</b>	<b>Write R program using control structures and functions</b>
<b>CO4</b>	<b>Design regression model and apply testing techniques</b>
<b>CO5</b>	Visualize data graphically using R

**Text Book (s)**

 Hodeghatta, U. R., & Nayak, U. (2016). *Business Analytics Using R-A Practical Approach*. Apress.

**Reference Book (s)**

Nina Zumel, John Mount, "Practical Data Science with R", Manning Publication, 2014

<b>Unit-1 Introduction</b>	<b>8 hours</b>
Drivers for business analytics, Growth of Computer Packages and Applications, Feasibility to Consolidate Data from Various Sources ,Growth of Infinite Storage and Computing Capability, Easy-to-Use Programming Tools and Platforms, Applications of business analytics	
<b>Unit-2: Introduction to R</b>	<b>8 hours</b>
Data Analysis tools, R Installation , Installing R Installing RStudio Exploring the RStudio Interface Basics of R Programming, Assigning Values Creating Vectors R Object Types Data Structures in R Matrices, Arrays , Data Frames , Lists , Factors	
<b>Unit-3 : File handling, Control structures and Functions</b>	<b>8 hours</b>
Reading and Writing Data. Reading Data from a Text File, Reading Data from a Microsoft Excel File , Reading Data from the Web Contents, Using Control Structures in R ,if-else, for loops , while loops ,Looping Functions, Working with R Packages and Libraries .	
<b>Unit-4: Hypothesis testing and Regression analysis</b>	<b>8 hours</b>
Hypothesis testing, Compare means, ANOVA, HOV, Non-parametric tests, simple linear regression, multiple regression, Logistic regression.	



**Unit-5: Data Visualization**
**8 hours**

Graphical description of the data , Plots in R Histogram Bar plot Boxplots Contents viii 4.5 Computations on data frames ,Scatter plot

**Continuous Assessment Pattern**

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

<b>Name of The Course</b>	<b>Data Visualization</b>			
<b>Course Code</b>	MBBA6012			
<b>Prerequisite</b>	Basic Computer Knowledge			
<b>Corequisite</b>	None			
<b>Antirequisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	3	0	0	3

**Course Outcomes**

<b>CO1</b>	Understand the role and various techniques/standards of data visualization in Business functions.
<b>CO2</b>	Apply the data visualization tool -Tableau
<b>CO3</b>	Analyze the Data in Marketing, HR, Operations, Finance and e-commerce & telecom domain for predictions and decision making.
<b>CO4</b>	Illustrate the advanced forecasting techniques through visuals using Tableau and R.
<b>CO5</b>	Apply Dashboard and storyboard to create interactive data visualization

**Text Book (s)**

1. The Visual Display of Quantitative Information (2nd Edition). E. Tufte. Graphics Press
2. Tableau Your Data! Fast and Easy Visual Analysis with Tableau Software Daniel G. Murray et al.

**Reference Book (s)**

Handbook of Tableau Methods, D'Agostino M., Gabbay D., et al. (eds.)

<b>Unit-1</b> <i>Introduction to Data Visualization</i>	<b>8 hours</b>
Introduction to Data Summarization & visualization • Need of visualization and visualization types • Understanding visualization context and accordingly select the visual types • Cognitive vs Perceptual Design Principles, Visualization Design Principles & Standards (Best Practices) • Visualization Challenges • Ineffective vs Effective Visuals • Visualization Data Models & variables.	
<b>Unit-2 : Data Visualization and Tableau</b>	<b>8 hours</b>
Visualization Tools • Introduction to the data visualization software Tableau • The Tableau Interface • Distributing and Publishing on Tableau • Getting Started with Tableau, Managing Metadata • Establishing data connections in Tableau • Importing data in Tableau • Tableau data types • Data Preparation with Text and Excel Files • Preparing tables for analysis in Tableau • Exploring Tableau tools	

**Unit-3 : *Research tools in Excel*** **8**  
**hours**

Simple Linear Regression and Correlation, Multiple Regression, Interpreting the regression output, Testing validity of regression assumptions, Modelling Trend and Seasonality, Using Neural networks to forecast sales, Logistic Regression; Multidimensional Scaling, Analysis of Variance.

**Unit-4 : *Financial analysis with excel*** **8**  
**hours**

Single Period on Principal and Interest: Relation between NPER and RATE; Payment on interest only (not on principal); Payment on interest and principal.  
 Present Values: PV, NPV, XNPV; Rates of Return for an Investment: IRR, MIRR, XIRR; Future Values: FV, RATE vs. NPER, FVSCHEDULE, Difference between FV and FVSCHEDULE.  
 Depreciation: Depreciation of an asset over a single period, Depreciation of an asset over specified period using declining balance method.

**Unit-5 : *Dashboard & Storyboard*** **8 hours**

Dashboards & Storyboards • Introduction to Dashboards • Formatting Tooltips, Trend lines, Reference Lines • Excel vs Tableau Dashboard distinction • Creating first Dashboard in Tableau • Creating Interactive dashboards • Designing and Publishing Dashboards • Introduction to business storyboard

**Continuous Assessment Pattern**

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

<b>Name of The Course</b>	<b>Big Data Analytics</b>			
<b>Course Code</b>	<b>MBBA6004</b>			
<b>Prerequisite</b>	Basics concepts of Business Analytics ; Statistics			
<b>Corequisite</b>	None			
<b>Antirequisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	3	0	0	3

**Course Objectives:**

Use of information has become central for the survival and development of the human race. Today we

experience a true deluge of data which record and shape our lives, ranging from large global issues such as climate change to the smallest local problem such as controlling a thermostat. The critical screening and processing of Big Data has become a world-wide effort, requiring academic attention from diverse disciplines. The challenge is to develop theoretical and innovative scientific and technological solutions to cater to the needs of the industry, the society and the environment. Given the wide gap between demand and supply of scientists, technologists and key experts in the domain of Data Analytics today, the course has been initiated to prepare the interested young minds for the academic analysis of such Big Data and its applications in the society today, from business concerns to social practices and cultural change.

The course has been designed to impart an in-depth knowledge of Big Data processing using Hadoop and Spark. The course provides with an in-depth understanding of the Hadoop framework including HDFS, YARN, and MapReduce. Students will learn to use Pig, Hive to process and analyze large datasets stored in the HDFS. This course provides an overview of the field of big data analytics so that you can make informed business decisions in distributed environment.

For you to get the most out of this subject, and for it to be a rewarding and fun learning experience for all, I expect you to:

1. Attend the class sessions and come prepared – that is, having read the assigned readings.
2. Have a positive attitude and be willing to engage in non-traditional learning formats.
3. Participate openly and thoughtfully in classroom discussions.
4. Challenge the ideas presented in your readings as well as those of the instructor and other students – demonstrate your ability to think critically and to offer constructive alternatives.

Fulfil the requirements of this subject to the best of your ability. The more time and effort you put into this subject, the more you'll get out of it.

### Course Outcomes

<b>CO1</b>	Explain concrete understanding of Business problems/ Issues/ Opportunities related to Big Data and to logically model and analyze diverse decision making scenarios.
<b>CO2</b>	Interpret the knowledge of Analytics and applying analytics in Business.
<b>CO3</b>	Compare the advanced analytical tools/ decision-making tools/ operation research techniques to analyze the business problems .
<b>CO4</b>	Prioritise the use of advanced analytical tools/ decision-making tools/ operation research techniques for specific business scenario.
<b>CO5</b>	Infer the importance of using NoSQL to large datasets.

### Text Book (s)

1. Big Data, Big Analytics: Emerging Business Intelligence and Analytics, Michael Minelli, Michele Chambers, and Ambiga Dhiraj

## 2. Big Data and Analytics, Seema Acharya, Subhashini Chhellappan, Willey

**Reference Book (s)**

1. Big Data and Business Analytics, Jay Liebowitz, CRC Press
2. Data Analytics , Anil Maheshwari, McGraw Hill
3. “HADOOP: The definitive Guide”, Tom White ,O Reilly 2012
4. “Understanding Big data ”, Chris Eaton,Dirkderooset al. McGraw Hill, 2012.
5. Learning Spark: Lightning-Fast Big Data Analysis, Holden Karau
6. Big Data with R and Hadoop, Vignesh Prajapati , Packt

<b>Unit-1 INTRODUCTION TO BIG DATA</b>	<b>6</b>
<b>hours</b>	
INTRODUCTION TO BIG DATA This module introduces the concept of big data and Big Data Analytics and emphasizing on applications of big data in industry. Overview of Big Data and Importance Distributed File System Drivers of Big Data- Four Vs Big Data Analytics Big Data Applications-Industry Examples	
<b>Unit-2 INTRODUCTION TO HADOOP AND HADOOP ARCHITECTURE</b>	<b>11 hours</b>
INTRODUCTION TO HADOOP AND HADOOP ARCHITECTURE Module explains the concept of virtualization, Hadoop ecosystem and MapReduce Concept of Virtualization Big Data – Apache Hadoop & Hadoop EcoSystem Overview of HDFS, Comparison with traditional Databases Understanding MapReduce- Map and Reduce Installing Hadoop, making Single node/multimode Clusters-	
<b>Unit-3 HDFS, HIVE AND HIVEQL, HBASE HDFS</b>	<b>6</b>
<b>hours</b>	
HDFS, HIVE AND HIVEQL, HBASE HDFS Basic understanding of Hive, HiveQL and HBase is provided in this module. Understanding Hive, Understanding HiveQL, Understanding HBase	
<b>Unit-4 SPARK</b>	<b>9</b>
<b>hours</b>	
SPARK Fast data analysis is essential while looking at the enormous data. The module provides explains the data analysis with Spark Understanding Data analytics project Life Cycle Introduction to Data Analysis with Spark Downloading Spark and Getting Started	
<b>Unit-5 NoSQL</b>	<b>8</b>
<b>hours</b>	
NoSQL Module explains the concept of NoSQL and its usage in industry. Understanding NoSQL- advantages of NoSQL SQL vs NoSQL Use of NoSQL in Industry	

**Continuous Assessment Pattern**

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

<b>Name of The Course</b>	Sales and Distribution Management			
<b>Course Code</b>	MBMK 6001			
<b>Prerequisite</b>	Marketing Management			
<b>Corequisite</b>	Supply Chain Management			
<b>Antirequisite</b>	None			
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>

	3	0	0	3
--	---	---	---	---

### Course Objectives:

Sales & distribution management, as a composite function of marketing, continues to play an important role in organizations in today's challenging business environment by focusing on the development of a sound sales and distribution strategy, the management of marketing channels, sales force management. Sales management is undergoing rapid changes due to changing orientation of companies from just product delivery to service based delivery models. Today the marketer faces the challenge of formulating strategies and methods for improving the selling approach, which includes sales force downsizing, the application of information technology, the enhanced use of telemarketing, key account management, use of independent sales organizations and sales representatives, electronic data interchange, and cross-functional team selling.

### Course Outcomes

<b>CO1</b>	Explain the concepts, attitudes, techniques, communication skills and approaches required for effective decision making in the areas of Sales and Distribution.
<b>CO2</b>	Outline the ways for the sales force effectiveness, personal selling, designing the sales organization, implementing Sales Force Automation and come up with innovative ways to implement sales strategies in the business environment.
<b>CO3</b>	Examine and select sales territories , quota in real time situations and evaluate the role of Sales manager and his/ her responsibilities in recruiting, motivating, managing and leading sales team to tackle ethical selling dilemmas
<b>CO4</b>	Construct strategies to effectively control the company's sales force, sales force compensation and demonstrate sales analytics and performance appraisal of sales force
<b>CO5</b>	Discusses the strategies for managing brand overtime. It deals with the strategies for reinforcing and revitalizing the brand over a period of time.

### Text Book (s)

1. Sales and Distribution Management, Dr Ramendra Singh, Vikas Publications, 1<sup>st</sup> Edition, Vikas Publications
2. Sales and Distribution Management, Krishna Havaladar & V.M Cavale, TMH, Second Edition.
3. Sales and Distribution Management Tapan Panda & Sunil Sahadev, Oxford, 2nd Edition.

### Reference Book (s)

1. Marketing Channels Anne T. Coughlan; Pearson Education.
2. Sales and Distribution Management: An Indian Perspective Pingali Venugopal, SAGE
3. Sales and Distribution Management Richard R. Still, Edward W. Cundiff, Norman A. P. Govoni, Sandeep Puri ,Sixth Edition, Pearson
4. Fundamentals of Sales and Distribution Management Bholanath Dutta
5. RII. Marketing Channels Anne T. Coughlan; Pearson Education.

<b>Unit-1 Introduction</b> <b>9 hours</b>
Introduction to sales management, evolution, nature and role of sales mgmt, Importance of sales mgmt., types of personal selling, types of selling, Difference between sales & marketing, role of sales mgmt in mktg., Sales mgmt process, Emerging trends in sales mgmt, Selling skills –skills, Selling skills – Listening, Conflict skills, Selling skills – Negotiation, problem solving skills
<b>Unit-2</b> <b>9 hours</b>
The selling process stages, Sales Force Automation, Organization design – Line orgn., Orgn. design by territory, Organization design – Orgn. design by product, Orgn. design by customer, Organization design – Combined orgn. design, No. of sales people - Incremental method
<b>Unit-3</b> <b>8 hours</b>
Sales territory Management of sales territory, Management of sales quota – Sales Volume quota, Management of sales quota – Sales budget quota, Sales activity quota, Combined quota. Preparing of sales budget Sales force compensation – Factors, Financial compensation, Sales force compensation – Non financial compensation, trends, Sales Force Control, Performance Appraisal of the sales force.
<b>Unit-4</b> <b>8 hours</b>
<b><i>Distribution Management</i></b> Distribution Channel mgmt. – Activities, Need for distribution channels: value addition, Channel strategy, Rural distribution channels, Channel Levels, Channel Systems
<b>Unit-5</b> <b>6 hours</b>
<b>Unit-5:</b> Designing channel & planning process, Selecting channel partners, Managing channel behavior (power & conflict), Market Logistics & SCM - definition & scope of logistics and its extension into SCM, logistics & other functions Interface Market Logistics & SCM - Inventory Management, Warehousing, Transportation, Channel Conflicts.

**Continuous Assessment Pattern**

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

<b>Name of The Course</b>	International Marketing
<b>Course Code</b>	MBMK6006
<b>Prerequisite</b>	Marketing Management
<b>Corequisite</b>	None
<b>Antirequisite</b>	None
	<b>L T P C</b>

	3	0	0	3
--	---	---	---	---

**Course Objectives:**

The course considers the basic concepts of international marketing, the various activities necessary for international marketing planning, the beginning of international marketing activities to be conducted by a domestic firm, and relevant issues on strategy and marketing management relevant to expanded global operations.

**Course Outcomes:**

<b>CO1</b>	Explain the key terms and concepts used in international marketing theories to understand the international environment
<b>CO2</b>	Outline the nuances and challenges of doing business and marketing in different cultural environments with consideration of ethical conduct
<b>CO3</b>	Examine the impact of global and legal influences on products and services for consumers and businesses and can apply basic internationally oriented marketing strategies
<b>CO4</b>	Summarize the development of sustainable competitive advantage and implement international marketing strategies that are designed to increase the chances for the firm to be successful in a foreign market and to become an entrepreneur
<b>CO5</b>	Display teamwork skills in researching and analysing trends in global markets and in modern marketing practice, design and implement the global marketing mix strategies

**Text Book:**

- International Marketing, Cateora, P.R, Graham, J.L and Salwan, P., (13th ed.), Tata McGraw Hill Company

**Reference Book (s):**

- Global Marketing Management Albaum, G., Strandskov, J., Duerr, E., Dowd, L..Addison-Wesley: Reading, Massachusetts. ISBN 0-201- 542803, 1995
- International Marketing Strategy. Analysis, development and Implementation Doole, I., & Lowe R., 6th Edition, Thomson Publishing (ISBN 978-1-4080-4407-0), 2012
- International Marketing Strategy: Environmental Assessment and Entry Strategies Czinkota, M., Ronkainen, I.,.TheDreyden Press: New York. ISBN 0-03-098373-8, 1994

<b>Unit-1 An Overview</b>	<b>7 hours</b>
Introduction and scope of international marketing, The International Marketing Task; SRC and Ethnocentrism, Stages of International Marketing Involvement, Trade Barriers, WTO and IMF and World Bank, Competition in International Business, Geography and Global markets; Dynamics of Global population trends; World Trade Routes.	
<b>Unit-2 The Cultural Environment Global Market</b>	<b>6 hours</b>
Origins of culture; Elements of Culture, Cultural Environment of Global markets, Cultural Dynamics in Assessing Global markets; Cultural Change, Cultures influence on strategic thinking, Political Environment: Global perspective; Stability of Government policies, Political Risks of Global Business; Assessing political vulnerability; Lessening political vulnerability,	
<b>Unit-3 Assessing Global Market Opportunities</b>	<b>6 hours</b>



The International legal Environment; Bases for Legal systems, International Dispute resolution, Assessing Global Market Opportunities: Multicultural Research, Assessing Global Market Opportunities: Marketing and Economic Development, Assessing Global Market Opportunities: Developing countries and Emerging markets, Multi National Market regions and Market Groups: Global perspective

**Unit-4 Developing Global Marketing Strategies** **11 hours**

Global Marketing Management: Planning and Organization, Alternative Market Entry Strategies, Developing Products and Services for Consumers : Quality; Product Adaptation, Product standardisation, Products and Services for Businesses: Branding Strategies-Delivering the value proposition, International Marketing Channels: Designing the channel, Managing the channel, Exporting and Logistics: Physical distribution, Distribution Strategies for International marketing, Integrated marketing communications and International Advertising and promotion: planning, Execution, IMC in International Context-Emerging Markets

**Unit-5 Implementing Global Marketing Strategies** **10 hours**

Personal selling and sales management: Recruiting Marketing and Sales Personnel, Designing compensation systems, Pricing for International Markets: Approaches, Pricing for International Markets: Strategy and Tactics, Global Services-International, Pricing Strategies in International Trade-Channels, Negotiating with International Customers, Partners and Regulators: Impact of culture on negotiation behaviour

**Continuous Assessment Pattern**

<b>Internal Assessment (IA)</b>	<b>Mid Term Test (MTE)</b>	<b>End Term Test (ETE)</b>	<b>Total Marks</b>
20	30	50	100

<b>Name of The Course</b>	<b>Business to Business Marketing</b>			
<b>Course Code</b>	<b>MBMK 6007</b>			
<b>Prerequisite</b>	None			
<b>Corequisite</b>	None			
<b>Antirequisite</b>	None			
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	3	0	0	3

### Course Objectives:

To provide student's insight into the unique features of understanding, creating and delivering value in business-to-business markets.

To enable students are to use frameworks and conceptual tools when analyzing business market opportunities and organizational buying behavior as well as formulating business marketing strategy.

To enable students to analyze and solve practical management problems in business-to-business environment

### Course Outcomes

<b>CO1</b>	After studying this subject the students will be able to understand business marketing, know differences in the characteristics between B2B and B2C marketing.
<b>CO2</b>	This section will help students to understand organizational buying objectives, buying process, identify the members of decision making units and choose suppliers.
<b>CO3</b>	After studying this section students will be able to understand the distinctive nature of business marketing channel, know channel design process, learn the role of supply chain management in business marketing.
<b>CO4</b>	The section familiarizes the students with the pricing and promotion strategies of B2B marketing. It discusses different pricing policies used in business to business marketing and also the communication strategies.
<b>CO5</b>	The section deals with defining the marketing strategies for B2B marketing. It discusses the assessment of marketing opportunities, market segmentation and targeting strategies.

### Text Book

- Business Marketing- Havaldar, Publisher Paperback, 3<sup>rd</sup> Edition 2010

### Reference Book

- Business Marketing Management- Michael D. Hutt, 10<sup>th</sup> Edition, Cengage Learning India; (2012)
- Principles of Marketing- Kotler, Armstrong Agnihotri and Haque, 13<sup>th</sup> Edition, Pearson Education, 2011
- Marketing Management-A South Asian perspective- Kotler, Keller, Koshy & Jha, 13th Edition, Pearson Education, 2011
- Marketing Management- Saxena, Tata McGraw Hill Publication, 4<sup>th</sup> Edition , 2009

<b>Unit-1 Introduction</b> <b>9 hours</b>
--

**Overview of B2B Marketing:**

Introduction to B2B, – B2C- C2C marketing, Type of business customers : Classification of industrial products and Industrial services. Marketing implications for different customers and Product Types. Business Customers Purchasing Orientation. Environment Analysis in Business Market- Market Opportunity Identification–Analysis & Evaluation. Product Management: New Product Dev and Business Services. Changes in product strategy. Branding in business market. Product Development Management and Product Life Cycle Management

**Unit-2**
**9 hours**
***Organizational Buying Behaviour:***

Understand organizational buying objectives. The organizational buying process. Identify key members of buying center. Model of organizational buyer behavior. Learn of the major factors that influence buyer seller relationships. Customer Relationship Management Strategies for Business Markets.

**Unit-3**
**8 hours**
***Formulating Channel Strategy :***

Understand the importance of customer and supplier involvement in the development of new offerings. Distribution Channel characteristics. Conditions Influencing channel decisions. E-Distribution and its impact on existing structures. Supply Chain & Logistic Integration for Competitive Advantage.

**Unit-4**
**8 hours**
***Business Marketing Strategies:***

Pricing, Factor influencing the pricing decision. Pricing Strategies and Pricing policies. Need and Effectiveness of Communication; Usefulness of Promotions for Business Products or Services.

Developing business communication program. Positioning: Process of Developing Positioning Strategy. B2B form of E-Commerce, Marketing Strategy for E-Market Place. Integrated Multi-channel, Models.

**Unit-5**
**6 hours**
***Planning , Implementation and Control in Business Marketing:***

Assessing Market Opportunities through Strategic perspectives Market segmentation Identify bases used for segmenting business markets. Target Marketing. Role of marketing in strategic planning. Implementing and controlling marketing plan. Student's Presentation.

**Continuous Assessment Pattern**

<b>Internal Assessment (IA)</b>	<b>Mid Term Test (MTE)</b>	<b>End Term Test (ETE)</b>	<b>Total Marks</b>
30	20	50	100



(Under the Uttar Pradesh Private Universities Act No. 12 of 2019)

Name of The Course	Bottom of the Pyramid Marketing			
Course Code	MBMK6012			
Prerequisite	Marketing Management			
Corequisite	None			
Antirequisite	None			
	L	T	P	C
	3	0	0	3

**Course Objectives:**

This course will focus on understanding the commercially and socially innovative practices at subsistence marketplaces. It is expected that the course would help to enhance the understanding about innovative marketing approaches to be used for the BOP consumers, and/or producers. The pedagogy for this course would comprise of case studies (including video cases), research articles, presentations and class discussion.

**Course Outcomes:**

CO1	Comprehend and apply characteristics of BOP markets and subsistence consumers
CO2	Assess external environment to convert local innovations to global opportunities
CO3	Assess the importance of various components to ecosystem to create wealth at the bottom of the pyramid.
CO4	Identify measures to strengthen governance system to reduce corruption to reduce poverty.
CO5	Identify market ecosystem oriented measures to bring social transformation among people at the bottom of the pyramid.

**Text Book:**

1. The Fortune at the Bottom of the Pyramid Eradicating poverty through profits by C.K. Prahalad, Wharton School Publishing, 2005. (CKP): Textbook for the course.

**Reference Book (s):**

1. Poor Economics by Abhijit Banerjee, and Esther Duflo; Random House India.
2. Rural Marketing, Pradeep Kshyap, Pearson Education, 3rd Edition, 2017
3. Rural Marketing, Krishnamacharyulu, Lalitha Ramakrishnan, Pearson Education, 2nd Edition, 2016

Unit-1 Introduction to BoP	9 hours
The Power of Dominant Logic, The Nature of the BOP Market, The Market Development Imperative, Benefits to the Private Sector, A Philosophy for Developing Products and Services for the BOP, Twelve Principles of Innovation for BOP Markets, Making It Happen	
Unit-2 BoP: A Global Opportunity	8 hours
Engaging the BOP, Local Growth Opportunities, Local Innovations and Global Opportunity, BOP Solutions for Developed Markets, Lessons for MNCs from BOP Markets, The Cost of Managing, Learning to Live in a Network of Relationships	
Unit-3 The Ecosystem of Wealth Creation	6 hours

Market-Oriented Ecosystem, Ecosystems for a Developing Country, Learning the Sanctity of Contracts, Reducing Inequities in Contracts, Building Governance Capabilities Among the Poor

Unit-4 Reducing Corruption: Transaction Governance Capacity 9 hours

Are the Poor Poor?, TGC, Building TGC, The Andhra Pradesh e-Governance Story, eSeva, Center for Good Governance, Impediments, Lessons from the Andhra Pradesh Experiment

Unit-5 Development as Social Transformation 9 hours

Development as Social Transformation, Breaking Down Barriers to Communication, BOP Consumers Upgrade, Gaining Access to Knowledge, Identity for the Individual, Women Are Critical for Development, Evolving Checks and Balances, The Real Test: From the Pyramid to the Diamond

#### Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

Name of The Course	Rural Marketing			
Course Code	MBMK6009			
Prerequisite	Marketing Management			
Corequisite	None			
Antirequisite	None			
	L	T	P	C
	3	0	0	3

#### Course Objectives:

Indian rural economy contributes nearly 50% of the country's GDP and size of rural market in consumer durables and FMCG is significantly higher than its urban counterparts. Recently, rural marketing has emerged as an important internal sub-division within marketing discipline particularly in context of a large rural economy like India. But questions like "Is there any difference between rural marketing and mainstream marketing?" have not been answered satisfactorily. Through this course, the participants will be introduced to a more holistic perspective of rural marketing which includes not only urban-to-rural marketing, but also touches issues of intra-rural marketing and rural-to-urban marketing.

#### Course Outcomes:

CO1	Identify the characteristics of the evolving rural consumer and describe the rural consumer behaviour in terms of cultural, social, personal and psychological factors
CO2	Discuss the rural marketing environment in terms of demographic, social, cultural, political, economic and technological aspects.
CO3	Explain the major bases for segmenting rural consumers and apply the concepts of segmentation, target marketing and positioning, stressing the need to recognize heterogeneity amongst rural consumers.
CO4	Develop ability to take decisions relating to the rural marketing mix, in terms of product, pricing, distribution and communication strategy.
CO5	Predict the challenges for rural marketers in future and develop action plan for continuously changing scenarios in rural India.

#### Text Book:

1. Rural Marketing, Pradeep Kashyap, 2<sup>nd</sup> Edition, Pearson India, 2012.

#### Reference Book (s):

1. Rural Marketing Concepts and Practices, Balram Dogra & Karminder Ghuman, McGraw Hill Education, 1<sup>st</sup> edition, 2011.
2. Rural Marketing - Environment, Problems And Strategies, T P Gopaldaswamy, Vikas Publishing, 3<sup>rd</sup> edition 2009.
3. Rural Marketing in India, K.S. Habibur Rahman, Himalaya Publishing House

Unit-1 Introduction to Rural Market and Rural Consumer Behaviour	9 hours
Explanation of rural markets. Live examples and application of marketing in rural sector, Rural Myths and Challenges of Rural Marketing Mix, penetration of product categories in rural India and evolution of rural marketing in India, Characteristics of Rural Consumers, Consumer Buying Behaviour model, Factors Affecting Consumer Behaviour, Consumer Buying Process and Brand Loyalty.	

<b>Unit-2 The Rural Marketing Environment</b>	<b>6 hours</b>
Nature and Size of Rural Markets, Points of difference and Similarity between urban & rural markets, Evolution of Rural Marketing, Rural marketing environment factors, opportunities and challenges due to the environment, Rural Economic Structure and Rural Infrastructure.	
<b>Unit-3 Segmenting and Targeting Rural Market</b>	<b>5 hours</b>
Heterogeneity in Rural Markets, Pre-requisites for Effectiveness Segmentation, Degrees of Segmentation, Bases for Segmenting Rural Consumer Markets, Evaluation, Selection, Coverage of segments and Choosing a Coverage Strategy, Identifying, selecting, developing and communicating the Positioning concept	
<b>Unit-4 Rural Marketing Mix</b>	<b>12 hours</b>
The Product Concept, Classification of Rural Products, Product Decisions and Strategies, Product Branding in Rural Markets, Packaging for Rural Markets, New Product Development, Pricing in Rural India, Setting the prices for Rural Products and Services, Price Setting Strategies, Distribution Channels, Rural Retail Environment, Channel Behaviour in Rural Areas, Distribution Models in Rural Markets, Rural Centric Distribution Models, Rural Logistics, Syndicated Distribution for Rural Dominance, Communication Process, Developing Effective Rural Communication, Creating Advertisement for Rural Audiences, Sales Promotion and Events and Experiences	
<b>Unit-5 Future of Rural Marketing &amp; Emerging / Current Trends</b>	<b>7 hours</b>
Rural Services Marketing, Information and Communication Technology in Rural Areas, Marketing in Small Towns, The Rural Rich, Rural Dividend, The Urban Poor: Fortune at the base of pyramid, Ethics & the rural consumer.	

**Continuous Assessment Pattern**

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100



<b>Name of The Course</b>	<b>Consumer Behaviour</b>			
<b>Course Code</b>	<b>MBMK6008</b>			
Prerequisite				
Corequisite				
Antirequisite				
	L	T	P	C

Course Objectives:

Course Outcomes

CO1	Introduction to consumer behaviour
CO2	Consumer and psychological aspects
CO3	Psychological aspects in consumer behaviour
CO4	Consumer in their social and cultural settings and consumer decision making
CO5	Consumer Research

Text Book (s)

1	Consumer Behaviour Schiffman & Kanuk, Prentice-Hall 9th Edition, 2007
2	Solomon, Michael R. (2009), Consumer Behaviour: Buying, Having and Being, PHI Learning Pvt. Ltd., New Delhi
3	Consumer Behavior, Rajneesh Krishna, Oxford, 1st Edition, 2014
4	Hawkins, D. I. & Best R. J. and Coney, K.A. and Mookerjee, A, (2007) Consumer Behaviour- Building Marketing Strategy. Tata McGraw Hill, New Delhi.

Reference Book (s)

1	Consumer-Behavior 10th Edition, Michael R. Solomon
2	Loudon, David L. and Della Bitta, J. (2002) Consumer Behaviour, 4th Edition, Tata McGraw Hill, New Delhi.
3	Assel Henry, (2005), Consumer Behaviour, Cengage Learning, New Delhi.
4	Majumdar,R.(2010), Consumer Behaviour: Insights from the Indian Market, PHI Learning Pvt. Ltd., New Delhi

Unit-1 Introduction  
8 hours

To explain the basic concepts and techniques of psychological processes that drive consumer behaviour so that effective marketing programmes can be developed.  
Introduction to Consumer Behaviour, Consumer Behaviour and marketing Strategy-Levels of Consumer Decisions -Models of Consumer Decision -Consumer Buying Decision process and decision rules-Mapping attributes, comparison of brands, positioning options, product and promotions related strategies-Involvement theory and its applications

#### Unit-2 Consumer and Psychological aspects

To make them understand the psychological processes that explain the effectiveness of marketing strategy in terms of impact on consumer behaviour in cross cultural context both local and global. Perceptual mapping methods, multidimensional scaling. Consumer imagery; Perceived value components, Generating attribute lists, mapping methods., Perceptual Mapping & Positioning: Value perception; mapping perceptions and value perceptions of consumers, Consumer Motivation, Maslow's Hierarchy of need, Consumer Motivation: Need identification; Needs & Brand Choice, Theories of Consumer Personality and Self Concept, Self and Self Image ; Image Congruence assumptions

#### Unit-3 Psychological aspects in consumer behaviour

To develop their concept and knowledge on how attitude of an individual affects their consumption behavior. Case Study: NOKIA, Attitude: Consumer Attitude theory; Concept of attitude ; Structural Models of Attitude, Consumer Attitude Formation; Measurement and Modification of Consumer Attitudes, Learning: Elements of consumer learning, Learning theories, and Different learning methods used by consumers and marketers' use of same., Learning: Learning strength, generalization and discrimination, schema formation and change, positioning and repositioning.

#### Unit-4 Consumer In their social and cultural settings

To understand the influence of Family and other referent groups in shaping consumer behaviour. Family Influences on Buyer Behaviour; Consumer Socialization., Joint Decision making process, influences, Consumption related roles of different members, needs perceived and evaluation rules, Factors affecting the need of the family, family life cycle stage and size, Social Class & Social Stratification, Selected Consumer Behavior applications of Social Class; Reference Groups, Opinion Leaders and Social Influences, Research Paper: Influence of children on family decisions, In-group versus out-group influences, role of opinion leaders in diffusion of innovation and in purchase process., Culture, the concept meaning and; Values and beliefs, Rituals, Customs, Tradition., Understanding cultural and sub-cultural influences on individual, norms and their role, customs, traditions and value system., Cross Cultural Consumer Behaviour; Cross Cultural Consumer Analysis, Consumers and Diffusion of Innovations; The Diffusion Process; The Adoption Process: Profiling the Consumer Innovator

#### Unit-5 Consumer Research

To discuss the advances in consumer research in order to examine buyer motivation, and behavior, impact of social and cultural variables on consumption decisions. Methods of consumer research, Applications of consumer behaviour knowledge in marketing.

Diversity of consumers and their behaviors ,CASE STUDY: Mcdonalds, Profiling the consumer and understanding their needs. Segmentation; Research Process,CASE STUDY: Nike- Associating Athletes, Performance, and the Brand, Ethics in Consumer Research ,RESEARCH PAPER ON CONSUMER ETHICS,Group Presentation, Group Presentation

#### Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks			
30	20	50	100			
<b>Name of The Course</b>	<b>Organizational Change and development</b>					
<b>Course Code</b>	<b>MBHR6006</b>					
Prerequisite	OrganisationalBehaviour					
Corequisite	Human Resource Management					
Antirequisite						
			L	T	P	C
			3	0	0	3

#### Course Objectives:

The course aims to equip students to develop themselves into a critically reflective and capable scholar, practitioner, or a manager who can facilitate the change process in their organizations and can act as change leaders. The major objective of the course is to help students to understand why organizations need to change, how to scan the environment and find out the need for change, what are the various types of change taking place in organizations, and one can diagnose the kind of change organizations require? The course will offer students tools and framework for the diagnosis for organizational change & development which would enable them to understand the change process in order to process organisational development. The course will also discuss various approaches to change management, issues faced by managers like barriers to change & development and role of OD, Organisational Diagnosis, Intervention & strategies and how to ensure that sustainability of organisation.

#### Course Outcomes

CO1	Illustrate the basic concepts and models of organizational change and analyze their applicability in different context.
CO2	Illustrate the strategic role of change in an organization and describe the application of key concepts of organizational effectiveness and excellence in change management.
CO3	Interpret organizational development and organizational diagnosis concepts in order to develop their skills in developing realistic change management strategy.
CO4	Determine and relate the organizational development intervention strategies for effective change management.
CO5	Infer the role of knowledge management and the essentials of ethics for the organizational change and development.

#### Text Book (s)

Organizational Development: Behavioral Science Interventions for organizational Improvement	W.L. French, C.H. Bell and V.Vohra, 6e, Pearson, 2013
---	---

**Reference Book (s)**

Organizational Change and Development	Kavita Singh, 2013, Excel Books
Organization Change & Developments	Dipak Kumar Bhattacharya, Oxford University Press, 2011
Organizational Development and Change	Thomas G. Cummings and Christopher G. Worley, 2002, 7e, Thompson learning- India
Organization Development: Interventions & Strategies	S. Ramnarayana, T. V. Rao, K. Singh, 2011, 2e Response Books, Sage Publications

<p>Unit-1 Introduction 8 hours Meaning and Importance of Organizational Change, Need for Organizational Change, Types of Change – Planned vs. Emergent, Developmental, Transitional &amp; Transformational, Key elements for Success in Organizational Change; Challenges in Implementing Organizational Change, Case Study: Implementation of the e-HR initiative at Hughes Software System, Kavita Singh Pg. 110., System View of an Organization; Types of Organizational Structure and Systems , Open System Approach to an Organization; Socio-Technical System Thinking, Business Process Re-engineering and Change, Process of Change; Features of Organizational Change, Kurt Lewin’s Force Field Analysis - Resistance to Change, Overcoming Resistance to Change , Kurt Lewin’s Three Stage Process of Change, Burke-Litwin Model of Organizational Change, Article: Leading Change: Why Transformation Efforts Fail (Handout)</p>	
<p>Unit-2 Organizational Effectiveness &amp; Excellence–Meaning &amp; Importance; Excellence Model of Peter and Waterman ,Malcolm Bridge Model for Organizational Excellence,Change through Six Sigma; Change Management- The Skill Requirements;Change Management Iceberg,Culture and Change; Effective Change Management, Employee Attitudes in Organizational Change Process,Case Study: Bosch Group in India: Transitional to a Transnational Organization, Abhay K. Ojha, IIM Bangalore, HBR. (Handout),Qualities of Change Agent; Approaches to Change Management</p>	6 hours
<p>Unit-3 Definition &amp; Concept of OD; OD as Action Research Process, Evolution of OD, Characteristics of OD, Steps in OD; OD in different organizations; Important Triggers for OD, OD &amp; Leadership Development; Role of External Consultant in OD Processes, OD &amp; Business Process Re-engineering; Organizational Life Cycle Analysis, Case Study: Ford: Peterson’s Turnaround, Objective of Organizational Diagnosis; The Diagnostic Cycle,Different forms of Organizational Diagnosis; Use of Interviews as a diagnostic Tools,Observational Methods of Diagnosis, Questionnaire Development for Organizational Diagnosis,Research Article and Case: Scooters India Ltd: The Case of an Extraordinary Turnaround by Krishna Kumar, IIM Lucknow</p>	10 hours
<p>Unit-4 Introduction to OD Intervention and Strategies; Nature of OD Interventions,Planning&amp; Design of Interventions; McKinsey’s 7-S Framework,Harrison’s Model of Diagnosing;</p>	6 hours

Confrontation Meetings Survey Feedback; System 4 Management, Grid OD Program; Organizational Mirroring, Team Building Intervention; T-Group Training; Case Study: The Farm Bank. Kavita Singh.

**Unit-5**

Knowledge Management - Meaning, Assumptions and Benefits, Knowledge Spiral of Nonaka & Takeuchi, Knowledge management and Change; Learning Organizations and Benefits, Senge's Approach; Learning Organizations & Organizational Change, Ethics in OD; Managing Workplace Diversity, Case Study: Leading Change at Simmons, Cross-Cultural Diversity Issues; Globalization and Organizational Change

**Continuous Assessment Pattern**

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
20	30	50	100

Name of The Course	Cross Cultural Management			
Course Code	MBHR6008			
Prerequisite	HRM			
Corequisite	OB			
Antirequisite				
	L	T	P	C
	3	0	0	3

Course Objectives: Cross cultural management is a concept of finding out how to assess the impact of culture-whether national or organizational or institutional on the performance of the firm. The ability to manage cross- cultural interactions, multinational teams, and global alliances has become fundamental to managing in today's globalised world. Managing diverse workforce competently is considered by some people as a means of gaining competitive advantage over other firms. Culture can be defined as a patterned way of thinking, feeling and reacting that exists within a group whether it is a profession or a society. The tangible aspects of culture are food, dress, music, dance etc while the intangible aspects include beliefs, norms, values etc. At the institutional level the size of the organization, the type of industry, corporate culture, and function play an important role.

#### Course Outcomes:

CO1	Interpret the complexity associated with managing human resources in a global context and to compare how cultural differences impact management of people in MNC's.
CO2	Illustrate different HR functions and staffing approaches used at international level with the knowledge of expatriate system.
CO3	Analyse the competencies required for a global manger to be effective in a culturally dynamic world and to determine the challenges of motivating and leading employees across different cultures and nations in international organizations.
CO4	Interpret business ethics norms and corporate social responsibility across different cultures and nations.
CO5	Compare the differences in communication that exists across cultures and analyse the cultural differences affecting negotiation process.

#### Text Book (s)

Cross Cultural Management - ShobhnaMadhavan, 2<sup>nd</sup> edition, Oxford University Press

#### Reference Book (s)

1. **International Management: Managing across borders and cultures - H Deresky, 5<sup>th</sup> edition, Pearson Education**
2. International Human Resource Management: K Ashwathappa, 2<sup>nd</sup> edition, Tata Mc Graw Hill
3. International HRM: A Cross-Cultural approach, Terence Jackson, SAGE Publication
4. International Management: Culture, Strategy and Behaviour - R M Hodgets , 6<sup>th</sup> edition, TMH Publication

Module I: Introduction to Cross –Culture	10 Sessions
Culture- Meaning and concept; Organizational, Corporate and Professional Culture; Corporate and Professional Culture; Determinants of Culture, Importance of cross-cultural Management, Dimensions of culture, the interacting spheres of Culture; Edward Hall Model,	

Geert Hofstede Model , Trompenaars 7 dimensions of Culture, Culture and Management Styles in Selected Countries; Similarities and differences - Doing Business in China, Russia, India, France, Arab Countries;

Presentation on research paper

[https://www.researchgate.net/.../49400587\\_Cultural\\_Dimensions\\_And\\_CRM\\_Systems](https://www.researchgate.net/.../49400587_Cultural_Dimensions_And_CRM_Systems)  
[www.academicpub.org/downloadpaper.aspx?paperid=13323](http://www.academicpub.org/downloadpaper.aspx?paperid=13323)

Module II: International Assignments and Expatriate Management 9 Sessions

HRM in Globalized world; factors influencing IHRM, Staffing policies- approaches to IHRM; Selection criteria and procedure for International assignment, Influence of culture on Compensation packages, Guidelines for Training in across cultures, Women as international Managers, IHRM and managing diverse Cultural workforce; Reasons for using Expats, Factors influencing the success of foreign assignment, Reasons for declining foreign assignment, Challenges faced by Expats, Expat failure & Repatriation

Opening Case:

Sabyasachi Chatterjee's Move to London, Page no: 351,352 Cross Cultural Management ShobhnaMadhavan, 2<sup>nd</sup> edition, Oxford University Press

You tube Video:

<https://www.youtube.com/watch?v=OxPHIS96iH0>

[https://www.youtube.com/watch?v=h-HZINQ\\_I9E](https://www.youtube.com/watch?v=h-HZINQ_I9E)

You tube Video:

[https://www.youtube.com/watch?v=INH6\\_15IrX0](https://www.youtube.com/watch?v=INH6_15IrX0)

Module III Motivating and Leading global teams in International Context 8 Sessions

Global Business Teams-meaning, purpose and diversity, Impact of culture on group development, Team strategies and the influence of culture, Challenges faced by global teams, Global Manager, Developing competencies for global managers; Cultural influences on motivation, Leadership and culture, Current Theories of Motivation, Indian motivation theories, Theories of Leadership and their Global relevance, Japanese Leadership studies, Leadership styles in Europe, South-east Asia and Middle East.

Case Study:

ERP implementation at Maya Steering Wheels Ltd, Page no: 341-343 Cross Cultural Management ShobhnaMadhavan, 2<sup>nd</sup> edition, Oxford University Press

Research Paper Discussion:

<https://www.scirp.org/Journal/PaperInformation.aspx?PaperID=80524>

[www.diva-portal.org/smash/get/diva2:866578/FULLTEXT01.pdf](http://www.diva-portal.org/smash/get/diva2:866578/FULLTEXT01.pdf)

Module IV Social Responsibility and Ethics across Cultures

4 Sessions

The social responsibility of MNC's, Ethics in Global Management, Ethics Across Cultures, Ethics and Social responsibility in India, Japan, Europe and China



Research Paper Discussion:

[https://www.researchgate.net/.../257804102\\_A\\_case\\_study\\_of\\_ethical\\_issue\\_at\\_Gucci](https://www.researchgate.net/.../257804102_A_case_study_of_ethical_issue_at_Gucci).

Module VCross Cultural Communication and Negotiation

9 Sessions

Managing Cross-Cultural Communication-Business communication across cultures; Barriers to intercultural communication; Language and culture; Non-verbal communication and culture; Negotiation process; Cultural differences affecting negotiation; Negotiation styles in different countries; Negotiation strategies across cultures

Case Study

Miscommunication can cause an international business failure Page no: 88-89 Cross Cultural Management ShobhnaMadhavan, 2nd edition, Oxford University Press

Research Paper Discussion:

[iiste.org/Journals/index.php/JLLL/article/download/28827/29590](http://iiste.org/Journals/index.php/JLLL/article/download/28827/29590)

Research Paper Discussion

<http://www.mic.usi.ch/case-studies-intercultural-communication>

You tube Video:

<https://www.youtube.com/watch?v=Y20ASqFLKjE>

You tube Video:

<https://www.youtube.com/watch?v=rSDntIn6ekE>

#### Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100



<b>Name of The Course</b>	<b>Performance Management Systems</b>			
<b>Course Code</b>	<b>MBHR6014</b>			
Prerequisite	HRM			
Corequisite	NA			
Antirequisite				
	L	T	P	C
	3	0	0	3

#### Course Objectives:

The course aims to enhance the knowledge and skill of students in understanding the different dimensions of performance management systems and its effective implementation in an organization. At the end of this course, students will be able to analyse the performance management process and procedures to design performance appraisal systems for organizations.

#### Course Outcomes

CO1	Discuss the purposes and various models of performance management and cycle to identify right Performance evaluation metric
CO2	Identify and explore the component of performance planning for establishing linkage between strategic and performance planning.
CO3	Select performance dimensions, standards and methods for designing appraisal forms.
CO4	Examine various techniques of monitoring performance management systems.
CO5	Identify the role of performance counselling and discuss contemporary issues in Performance management.

#### Text Book (s)

1. Aguinis, H. (2013). Performance Management. Pearson Education, India.
2. Kohli, A.S. & Deb, T. (2009). Performance Management. Oxford University

#### Reference Book (s)

1. Nelson L. Debra, Quick, J. C. and Khandelwal, P. (2011). Organizational Behavior -. Cengage Learning.
2. Luthans, Fred (2008). Organizational Behavior. Tata Mc.Graw Hill, India.
3. Steven McShane; Mary Von Glinow (2014). Organizational Behavior, 7th Edition, Tata Mc Graw Hill, India.
- 4.

Unit-1 Introduction to Performance Management 8 hours	
Objectives and principles of Performance Management – Strategic, administrative, informational, developmental; Characteristics and elements of effective of PM; Performance appraisal to performance management, Imperatives and challenges of Performance Management; Integration of PM with other HR and development activities; Theoretical framework of performance management – Goal Theory and Organizational Justice theory and its application in Performance management	
Unit-2 Performance Management System and Process	7 hours

Objectives & functions of Performance Management Systems, Models of PMS – Competency based, Electronic Performance Management; Prerequisites of Performance management process; Objectives and characteristics of Performance Planning; Process of Performance Planning – Setting performance criteria, principles of setting performance criteria; Barriers to performance planning, evaluating the performance planning process, linkage of competency mapping to performance planning; strategic planning and performance management

Unit-3 Defining and Measuring Performance  
hours

12

Determinants of Performance, Approaches to measuring performance – Trait, Behaviour, and result; Measuring Results; Measuring Behaviours; Gathering Performance Information – Appraisal Forms, Characteristics and Principles of appraisal Forms; Designing Performance appraisal form; Methods of Performance Appraisal – Traditional and Modern; Alternative models for Assessing Performance – Balance Scorecard, EFQM Model, Outcome Metrics – Economic Value Added (EVA); Common rating errors, model for rater motivation

Unit-4 Performance Monitoring and Employee Development

7 hours

Importance and Process of performance monitoring, Ongoing mentoring and protégé development, Personal development plans, Method and process of 360-Degree Feedback Systems; Managing Team Performance – types of teams and implications of performance management; Building and leading High-performance teams; Learning Organization and performance management

Unit-5 Performance Counselling and Contemporary Issues  
hours

6

Process of Performance review and counselling, Guidelines on performance counselling, Performance counselling skills, Contemporary issues in Performance Management – Reward for performance, challenges of linking performance and rewards, Ethics in performance management, Future role of HR professionals in Performance management in Knowledge millennium.

#### Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

<b>Name of The Course</b>	<b>Negotiation and Counseling Skills</b>			
<b>Course Code</b>	<b>MBHR 6007</b>			
Prerequisite				
Corequisite				
Antirequisite				
	L	T	P	C
	3	0	0	3

1. Students will grow personally and professionally to be successful in dynamic business environment

1. <https://www.pdfdrive.com/negotiation-skills-books.html>

2. <https://www.pdfdrive.com/selling-negotiating-skills-for-entrepreneurs-e88295407.html>  
 2. Student will lead with creative, analytical and entrepreneurial skills to help organizations achieve a competitive advantage.

**Course Objectives:**

3. Student will contribute as socially and ethically responsible citizen or the sustainable development of environment and society at large.

**Course Outcomes**

CO1	Examine the process of negotiation and to demonstrate how to negotiate effectively in professional and personal situations.
CO2	Demonstrate the tactics used for distributive bargaining in real world and how managers can effectively make use of it.
CO3	Compare and contrast distributive and integrative situations and illustrate appropriate resolution strategies thereby emphasizing on Integrative bargaining for better conflict resolution.
CO4	Determine the role of power in negotiation and how can one gain leverage through power and persuasion in a negotiated agreement.
CO5	Illustrate the role of counseling for the employees' physical, mental, and emotional well being which go together and recognize counseling as a source of organizational change through understanding processes and approaches related to counseling.

**Text Book (s)**

Negotiation essentials: Theory, skills and practices Carrell R. Michael &Heavrin Christina J.D.

**Reference Book (s)**

<https://www.pdfdrive.com/introduction-to-basic-counselling-and-communication-skills-iom-e6472200.html>

**Unit-1 Introduction**

8 hours

An Introduction to Negotiation; Five elements of Negotiation: Parties and their interests, interdependencies, common goals, flexibility, decision making ability; Multi-party negotiation: coalitions, trade-offs, majority rules, finding consensus, communication; Negotiation process and four steps: Stage 1: preparation: identify all the issues, set priorities, develop support arguments; International negotiations: difference between domestic and international negotiations; culture: definition, outcomes and processes ; International negotiations: difference between domestic and international negotiations; culture: definition, outcomes and processes; Individual differences :essence ; gender differences and their origins; personality; negotiation styles; Emotional-addressing underlying concerns and emotional intelligence; Negotiation process and four steps: Stage 1: preparation: identify all the issues, set priorities, develop support arguments; Stage 2: Opening session: ground rules, framework of success, initial offers, posturing; Stage 3: Bargaining: single issue negotiation, multiple issue negotiation; Stage 4: Settlement: Impasse, third party intervention, the closing

Unit-2 hours	8
Distributive Bargaining: Classic distributive bargaining situation; Opening Offer: anchoring and bracketing; Role of norms: relational norms, fairness norms, reciprocity norms; Counteroffer; Framing positions; Final negotiated price	
Unit-3 hours	8
Integrative Bargaining: Integrative Vs Distributive Bargaining; Keys to successful integrative bargaining; The categorization method; interest based bargaining (IBB)	
Unit-4 hours	8
Gaining Leverage through power and persuasion: leveraging power from your BATNA; Believing you have a strong BATNA, convincing others of the strength of your BATNA, change in BATNA during negotiations; Leveraging the sources of Power: Reward power, coercive power- controlling resources, legitimate power- position and authority, expert power-controlling information, reference power-personal attributes; Tools for persuasive communication: verbal communication, non-verbal communication, stereotyping and prejudicing, understanding emotions.; Tools for persuasive communication: verbal communication, non-verbal communication, stereotyping and prejudicing, understanding emotions.; Ethics: definition; essence of ethics in workplace: causes of unethical practices; tactics that commonly raise ethical questions: consequences of unethical behaviour; Persuasion through process: who to influence and how, shape perceptions of interests and goals, use a negotiating; Closing the Deal: Agreement Template: put it in writing; The closing stage, moving past the stalemate: cognitive, emotional and process issues; Other barriers to agreement, building relationships, renegotiating an agreement	
Unit-5 8 hours	
Introduction to Counseling; Essential Elements of Counseling; Need for Counselling at Workplace; Psychoanalytic approach; Behaviorist Approach; Humanistic/Person Centric Approach; Process of Counseling; Developing a Relationship Defining Problems; Determining Goal; Deciding Plan of Action; Doing the Follow up	

#### Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

<b>Name of The Course</b>	<b>Leadership and Team Building</b>			
<b>Course Code</b>	<b>MBHR6005</b>			
Prerequisite	OB			
Corequisite	HRM			
Antirequisite				
	L	T	P	C
	3	0	0	3

Course Objectives: The success of an organization depends on the competent leadership at all organizational levels. Leadership competence helps a person undertake challenging assignments, encourages and energizes the people, builds effective networks, and ultimately takes the organization to greater heights. Further, effectiveness in organizations also depends on teamwork. This course explores the various facets of leadership and teamwork and helps the students in acquiring an understanding of the skills needed for the development of effective teams in organizations.

Beginning with a conceptual background on Leadership with Perspectives of Effective Leadership Behaviour, this course discusses the Theories of Effective Leadership and Contemporary Leadership Styles. Further, it goes on to explain the concepts of Motivation, Satisfaction, and Performance. This is followed by modules on Leadership Behaviour discussing their dimensions and assessments and Leadership Development. Secondly, this course deals with Team Building and Activities on Essentials of Building and Managing Teams and Team Effectiveness.

#### Course Outcomes

CO1	Generalize the basic essence of organizational leadership and identify the main characteristics of global leaders.
CO2	Determine the various theories and styles of leadership including their traits to critically analyze its implications at the work place.
CO3	Analyze the leadership developmental mechanism along with the changing environmental demands in order to cultivate their skills to become effective leaders.
CO4	Apply creative thinking for leadership and analyze how followers can be more productive.
CO5	Assess and appraise the essentials of building and managing teams to actualize team effectiveness.

#### Text Book (s)

1. Leadership and Team Building Uday Haldar Kumar, Pearson Education, 2013.

#### Reference Books

4. Leadership: Research Findings, Practice & Skills J. Andrew DuBrin, 7<sup>th</sup> Edition, South-Western, Cengage Learning, 2013.
5. Leadership in Organizations Gary Yukl, 8<sup>th</sup> Edition, Pearson, 2014.

6. Leadership: Theory and Practice Peter G. Northouse, 6<sup>th</sup> edition, SAGE Publication, 2013.

Module I	Introduction to Leadership	6 Sessions
<p>Understanding Leaders and Leadership, Need for leadership; Leaders vs. Managers          Leadership: The Changing Paradigm, Leadership Effectiveness; Leadership Pipeline,          Leadership Skills; Leadership Traits; Intelligence and Leadership, Concepts of power and          authority, Influencing Tactics of a leader, Tactics to becoming an empowering leader</p>		
Module II	Leadership theories and styles	12 Sessions
<p>Trait Theories – Ohio State Studies and Michigan State Studies, Contingencies Theories – Path Goal          Theory, Fielder’s Contingency Theory, Contingency Theories - Vroom-Jago-Yetton Decision          Making Model of Leadership, Transformational Theories - Leadership Participation Inventory, Burns          Transformational Leadership Theory, Blake and Mouton Managerial Grid, Leader Member          Exchange, Hershey Blanchard Situational Theory, Types of Leadership-Transactional,          Transformational and Charismatic, Value-based leadership, Authentic leadership , Ethical          Leadership, Situational Leadership, Spiritual and Servant Leadership, Level 5 Leadership, Cross-          cultural leadership, Entrepreneurial Leader</p>		
Module III	Developing Leaders for tomorrow	9 Sessions
<p>Leadership and Motivation: Leadership and Equity          Leadership and Employee Engagement, Leader as a Coach, Leader Succession and it’s process          ;Leadership Developmental Mechanisms, Paradigm shift in Leadership, Process of Leadership          Development: Role of Crucibles, Challenges for a new Leader.</p>		
Module IV	Creativity, Innovation and Leadership	4 Sessions
<p>Steps in creative process; Characteristics of creative leaders, Overcoming traditional thinking as a          creativity strategy, Organizational methods to enhance creativity; Establishing a climate for creative          thinking, Recent trends in the domain of leadership          Case study Determinants of Team Performance; Interpersonal Competence; Team          Effectiveness, Case Study: Team Collapse at Richard, Wood and Hulme LLP – Case Study          adapted from HBS premier Case collection</p>		
Module V	Essentials of Building and Managing Teams	9 Sessions
<p>Individual Vs Group Vs Team; Group Development Stages, Understanding Team,          Differentiating Groups and Teams, Making Teams Effective; Fostering Team Creativity-          Collective Wisdom, Skills for Team leaders; Facilitating Team Building, Team Building for          Work Teams, Determinants of Group Processes; Building High Performance Teams          Research Paper: A Human Factors Approach to Building High-Performance Multi-          Professional, Determinants of Team Performance; Interpersonal Competence; Team          Effectiveness</p> <p>Simulation Exercise          Team Building exercises</p>		

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

<b>Name of The Course</b>	<b>Project appraisal and finance</b>			
<b>Course Code</b>	<b>MBFI6018</b>			
Prerequisite	Financial management			
Corequisite				
Antirequisite				
	L	T	P	C
	3	0	0	3

Course Objectives: During the course, the participants will:

- gain knowledge of principles and concepts used in financial decision making;
- be able to find out the best course of action among several financial options;
- learn to value different financial products; and
- gain the understanding to apply financial concepts and principles in overall management of an employee.

Course Outcomes

CO1	Generalize the concepts of financial management, various tools and techniques, time value of money and risk and return
CO2	Capital budgeting techniques and its principle and analysis of risk and uncertainty in capital budgeting and tools such as Net Return Value; Internal Rate of Return; Profitability Index Methods – A Comparison; Project Selection Under Capital Rationing; and Inflation and Capital Budgeting.
CO3	To determine Concept and Measurement of Cost of Capital and Operating, Financial and Combined Leverage
CO4	Determine the dividend policies and its valuation
CO5	Presentations and live projects.

Text Book (s) Pandey, I. M.: Financial Management; Vikas Publishing House, New Delhi, 2005

Reference Book (s)

1. Khan, M.Y & Jain, P.K.: Financial Management; Tata McGraw Hill, New Delhi, 2008.
2. Pandey, I. M.: Financial Management; Vikas Publishing House, New Delhi, 2005.
3. Chandra, Prasanna: Financial Management; Tata McGraw Hill, New Delhi, 2008.
4. Brealey and Meyers: Principles of Corporate Finance; Tata McGraw Hill, New Delhi, 2008.
5. Keown, Martin, Petty and Scott (Jr): Financial Management: Principles and Applications; Prentice Hall of India, New Delhi, 2002.
6. Gitman, L.J: Principles of Managerial Finance; Addison Wesley, 2009.
7. Vanhorne, James C: Financial Management and Policy; Prentice Hall of India, New Delhi, 2002.
8. Kishore Ravi, M: Financial Management; Taxman, 2006.

Unit-1 Financial Management – An Overview	8 hours
---	---------



<p>Finance and Related Disciplines; Scope of Financial Management; Objectives of Financial Management; Primary Objective of Corporate Management; Agency Problem; Organization of Finance Function; and Emerging role of Finance Managers in India.</p> <p>Time Value of Money Rationale; Techniques; Practical Applications of Compounding; and Present Value Techniques. Risk and Return Conceptual Framework of Risk and Return: Type of Risks; Risk and Return of a Single Asset; Risk and Return of Portfolio (only two asset portfolio); Portfolio Selection; and Capital Asset Pricing Model (CAPM)</p>
Unit-2 Capital Budgeting
<p>Capital Budgeting – Principles and Techniques</p> <p>Nature of Capital Budgeting; Data Requirement; identifying Relevant Cash Flows; Evaluation Techniques; and Capital Budgeting Practices in India</p> <p>Capital Budgeting – Additional Aspects</p> <p>Net Return Value; Internal Rate of Return; Profitability Index Methods – A Comparison; Project Selection Under Capital Rationing; and Inflation and Capital Budgeting.</p> <p>Analysis of Risk and Uncertainty in Capital Budgeting</p> <p>Description and Measurement of Risk; and Risk Evaluation Approaches.</p>
Unit-3 cost of capital
<p>Concept and Measurement of Cost of Capital</p> <p>Importance and concept; Measurement of Specific Costs; Computation of Overall Cost of Capital; and Cost of Capital Practices in India Operating, Financial and Combined Leverage</p> <p>Operating Leverage; Financial Leverage; and Combined Leverage. Capital Structure Cost of Capital and Valuation</p> <p>Capital Structure Theories; Net Income Approach; Net Operating Income (NOI) Approach; Modigliani-Miller (MM) Approach; and Traditional Approach</p>
Unit-4 Dividend policy
<p>Dividend and Valuation</p> <p>Irrelevance of Dividends; and Relevance of Dividends. Determinants of Dividends Policy Factors; Dividend Policy in India; Bonus Shares (Stock dividend) and Stock (Share) Splits; Legal, Procedural; and Tax Aspects associated with Dividend Decision.</p>
Unit-5 Presentations and live projects.
Presentations and live projects.

### Continuous Assessment Pattern

Name of The Course	Managing Banks and Financial Institutions			
Course Code	MBFI 6015			
Prerequisite				
Corequisite				
Antirequisite				
	L	T	P	C



CO1	Examine the workings of banks and other financial institutions with regards to the profitability, liquidity and solvency.
CO2	Interpret and delve into bank financial statements and how those statements are used by managers in determining bank performance.
CO3	Analyze the workings of banking institutions and other financial intermediaries that are equipped with honesty and integrity
CO4	Evaluate the monetary policy and its effects on the financial system with various tools.
CO5	Analyze the workings of NBFCs and SEBI regarding financial institutions

		3	0	0	3
--	--	---	---	---	---

**Course Objectives:** This course is designed to develop an understanding of financial institutions and financial markets and their relationship to public policies and management policies. It includes studies of market structure, profit strategies, relationship of commercial banks and other financial institutions, problems of asset and liability management, and theory of interest and asset prices.

**Course Outcomes**

**Text Book (s)**

1. Text Book, Chapters 1 ,2: Elements of Banking;Sethi, Jyotsha, and NishwanBhatia,PHI Learning, New
2. Bhole, L.M. , Financial Institutions and Markets,Tata McGraw-Hill, 3rd Edition, 2003
3. Gomez, Clifford , Banking and Finance: Theory, Law and Practice,PHI Learning Private Limited, New Delhi, India

**Reference Book(s)**

1. MunaleedHarwn, D. , Modern Banking: Theory and Practice, PHI Learning Private Limited, New Delhi, India
2. Rose, Peter S. and Sylvia C. Hudgins, Bank Management and Financial Service,McGraw –Hill Education

Unit I: Introduction	5 lecture hours
Overview of Changing Financial Institutions ,Bank Regulations and Policies, BASEL III Norms,Impact of Government Policies and Regulations,Organization and Structure of Banking/Financial Industry,Financial Statements of Banks and their Competitors, Measuring & Evaluating the Performance of Banks	
Unit II: Establishing new banks & its management	12 lecture hours
Establishing New Banks,Managing and Pricing Deposit Services,Managing Non-deposit Liabilities,Management of Capital,Global Banking and the Future,Liquidity of Reserves Management,Risk Management for Changing Interest Rates,Risk Management: Futures, Options, Swaps, &Hedging,Relationships of Banks with Various Clients,LendingOperation,Kinds of Credit,Types of Loans,Importance of Credit/Loans ,Bases of Credit,Credit Investigation &Appraisal,Student Presentation on Lending Operation	

Unit III: Central Banking and Regulatory framework	8 lecture hours
<p>The RBI as a Central Bank: Structure, Functions and Working, Reforms and the Current Regulatory Structure, Essentials of Monetary Theory: The Classical and Keynesian Theories of Money, Prices and Output, Rational Expectations and Modern Theories of Money and Income, Conduct of Monetary Policy and Interlinkages, Objectives and Targets of Monetary Policy, Policy Lags and Intermediate Targets, Rules Vs. Discretion in Monetary Policy &amp; Interlinkages</p>	
Unit IV: Money and Capital Market Institutions, Development Banks and their regulations	9 lecture hours
<p>Money market institutions: Meaning, Role of the Central Bank (RBI) in money markets. Commercial banks: Meaning and Functions, Indigenous Financial Agencies: Bankers, Moneylenders, Discount houses, Accepting houses (only meaning and features), Capital Market institutions: (Meaning and functions) Merchant Banks, Investment companies, Management Investment companies, Development banks, Mutual Funds. Special Financial Institutions: Factors for their growth (need), Objectives and their functions in general IDBI, IFCI, SFCs, ICICI, EXIM Bank of India, Cooperative Banking Institutions: Meaning, definition, principles, Features and Structure. Case study on working of a development bank</p>	
Unit V: NBFCs and its regulatory framework	6 lecture hours
<p>Non-Banking Finance Companies: Meaning, Role and Functioning, Types of NBFC services, Reclassification of NBFCs. SEBI: Introduction to SEBI ACT 1992, Main Functions of the SEBI, Case study on credit policy of NBFC</p>	

#### Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

Course Outcomes (COs)	
CO1	Discuss the basic concepts and techniques of corporate restructuring
CO2	Identify different legal issues of corporate restructuring to take managerial decision-making
CO3	Utilize appropriate negotiation and persuasion techniques for a given negotiation situation to achieve desired outcomes.
CO4	Critically compare the concepts and principles of financial valuation and negotiation in relation to managerial decision-making.
CO5	Identify various alternatives to corporate restructuring in the contemporary corporate world.
<b>Name of The Course</b>	<b>Mergers, Acquisition, Corporate Restructuring and valuation</b>
<b>Course Code</b>	<b>MBFI 6016</b>
Prerequisite	
Corequisite	
Antirequisite	
	L    T    P    C
	3    0    0    3

**Course Objectives:** This course will present the theories and empirical evidence on corporate control transactions, the process of evaluating acquisition targets and its application in practice. Findings on the reaction of stock prices to information on control transactions will be used to analyze the effects of various policy options in such transactions. Strategies of acquisition will be studied as well as defensive measures against them, their purpose and their consequences. The class will combine lecture material, case discussion, quantitative and qualitative analyses and discussions of relevant news. There will be an emphasis on fundamental concepts of valuation and other areas of corporate finance related to M&A as corporate restructurings. This course is designed to provide students with an understanding of the elements of the process by which mergers, acquisitions and other corporate restructuring transactions take place. A major focus will be the linkage between corporate strategy and investment decisions in the transaction process with the objective of increasing shareholder value.

#### Course Outcomes

#### Text Book (s)

1. Merger, Acquisitions and Corporate Restructuring Prasad G. Godbole, Vikas Publishing House Pvt. Ltd.
2. Mergers and Acquisitions Rajinder S. Aurora, Kavita Shetty, Sharad R. Kale Oxford Higher education. (2013)
3. Mergers Restructuring and Corporate Control Weston, Chung and Hoag, Prentice Hall. (2014)

#### Reference Book(s)

1. Merger, Acquisitions and Corporate Restructuring Patrick A. Gaughan, Wiley India Pvt. Ltd
2. Creating Value from Mergers and Acquisitions , SudiSudarsanam ,FT Prentice Hall. (2013)
3. Takeovers, Restructuring, and Corporate Governance J Fred Weston, Mark L Mitchell and J Harold Mulherin, Pearson. (2014)

Corporate Restructuring defined in terms of: Merger Consolidation, Acquisition, divestiture, Demerger, Joint venture, Capital Reduction, Buy-back securities, Delisting, Reasons of Restructuring, Barriers of restructuring, Implication of corporate restructuring.  
Case Study: India Yamaha Motors and Tata –JLR acquisitions

**Unit II: Theories & legal issues of corporate restructuring** 11 lecture hours  
 Frederic Trautwein Merger Motive Model :Monopoly theory, Efficiency theory, Valuation theory and their Practical questions, Raider theory and practical questions  
 Empire Building theory and practical questions  
 Major guidelines on Corporate Restructuring – Companies Act 1956  
 SEBI Regulations, 1998 on buy back, listing and delisting of shares  
 SEBI Regulations, 1997 on Substantial Acquisition of Shares and Takeovers  
 Provisions of Competition Act 2002 on M&A

**Unit III: Accounting for Amalgamation** 10 lecture hours  
 Friendly Vs Hostile takeover, Takeover tactics, Defences against takeover, Bid resistance motives and strategies  
 Accounting for Amalgamation, Amalgamation in the nature of purchase, Amalgamation in the nature of mergers, Taxation planning, Set off and carry forward of gains and losses  
 Case Study: Imperial chemical Industries’ failed attempt to takeover asian paints

**Unit IV: Sources of Finance** 9 lecture hours  
 Cost of defence and its impact, Paying for the acquisitions, Deal structuring and negotiation, Sources of Funds, Modes of payment, Leveraged Buy Outs, Cost of Capital revisited, Valuation of Companies, Methods of enterprise and equity Valuation  
 DDM and DCF Model, Issues in Valuation of Companies  
 Case study: RIL and RPL

**Unit V: Strategic alliances & Divestiture** 5 lecture hours  
 Strategic alliances, Reverse mergers and de-mergers; Buy-back of shares, Divestiture Spin-off and split-up, Disinvestment, Debt restructuring,  
 Case Study: Strategic alliance –Kingfisher and Jet airways

#### Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

Course Outcomes (COs) <small>(Under the Uttar Pradesh Private Universities Act No. 12 of 2019)</small>	
CO1	Explain the role of multinational corporation in an international business scenario, goals of MNC and motives and risks of international business
CO2	Describe the background and corporate use of international financial markets and factors influencing exchange rates
CO3	Discuss the developments in international monetary system
CO4	Explain the various functions involved in managing foreign exchange exposures
CO5	Apply the currency derivatives concepts to hedge against exchange rate movements and determine the importance of FDI.

Name of The Course	International finance			
Course Code	MBFI 6017			
Prerequisite				
Corequisite				
Antirequisite				
	L	T	P	C
	3	0	0	3

Course Objectives: International finance (also referred to as international monetary economics or international macroeconomics) is the branch of financial economics broadly concerned with monetary and macroeconomic interrelations between two or more countries. International finance examines the dynamics of the global financial system, international monetary systems, balance of payments, exchange rates, foreign direct investment, and how these topics relate to international trade. The course provides an analytic framework for understanding how cross-border financing, valuation, risk management, and investment decisions are influenced by a variety of factors including exchange rates, legal & tax considerations and country risk. The course aims to equip students with tools and techniques to understand how firms can create, measure and sustain value across borders.

### Course Outcomes

#### Text Book (s)

1. Madura, Jeff.(2014). A Textbook of International Financial Management, New Delhi
2. Apte, P.G. (2010). A Textbook of International Financial Management.
3. Bhalla, V. K. (2014). A Textbook of International Financial Management (Text and Cases), New Delhi.

#### Reference Book(s)

4. Verma, Sumati. (2013). Book on International Finance.
5. Hill, W.L. Charles. (2011). International Business, Competing in the Global Marketplace

Unit I: Introduction to International Financial Management	8 lecture hours
--	-----------------

Meaning, nature and scope of International financial management, International Financial Markets & Institutions, Balance of Payments and recent developments, Foreign Trade: Meaning, International Financial Environment: Balance of Trade & Balance of Payments, Less Developed countries & the third world Debt.

Introduction of foreign exchange market in India, Role of RBI. Exchange rates.

Case Study: Hindustan Unilever and Working Capital Challenges(Amit Kumar Arora)

What are the challenges faced by Hindustan Unilever in order to solve its negative working capital problem?

**Unit II: Foreign Exchange Markets & FERA and FEMA**

8 lecture hours

Foreign Exchange Markets: Exchange positions, trading in foreign exchange, Offshore banking operations, Lending & borrowing, Euro currencies. Foreign Exchange Rates Determination: Exchange rate mechanism, Direct rates & Indirect rates, Bid & offered rates, Spot & forward rates, Inter-bank rates, Foreign Exchange Rate Exposures and Measurement: Trade Finance, Export credits, FCNR & EEFC a/Cs, International leasing, Forfeiting, Counter-trade, External Finance, ODA, Multilateral agencies, Equity as a source, Offshore market. FERA, FEMA

Presentation cum Activity: Make a list of any credit offered by you or any of your family member. Calculate the average collection period and interest rate charged along with any delinquency cost.

Case Study: A Comparative Analysis of Management of Working Capital in Fertiliser Industry (MansaviGumber and Dr. Surender Kumar)

**Unit III: Exchange Control Regulations & Foreign Exchange Regulations** 11 lecture hours

Exchange control regulations in India. Risk Management & Interest rates, Types of exposures & risks

Objectives of Risk Management, Corporate philosophy of exposure, Foreign Exchange regulations and role of regulatory authorities: Drafts , Mail Transfers & TTs , Collection of Bills of exchange both clean and documentary, Documentary credit as a method of payment

Case Study: Analyzing the Working Capital Management on Company's Performance a Case Study of Chemical Sector Listed in KSE (Nisar Ahmad Bazmi, Muhammad Ilyas)

**Unit IV: Mathematics of Exchange rate** 9 lecture hours

Exchange rates & world liquidity, World Bank, European union, Mathematics of exchange rates i.e. TT rates – buying rates & selling rates, spot rates, Hedging, swap, cross currency rates etc., Mathematics of forward contracts & derivatives, Case studies on FEMA regulations, Accounting for Foreign Operations, A Survey of International Taxation, Tax Implications of Foreign Activities of an Indian Enterprise, Tax implications of Foreign Activities of Foreign Enterprises in India, Accounting and Disclosure Norms for Foreign Currency Transactions: Double Taxation Relief's, Tax Havens and Multi-national Corporations

What would you suggest to cytec management to deal with the working capital (cash) crisis

Unit V: Accounting and Disclosure Norms for Foreign Currency Transactions 4 lecture hours

Meaning of Foreign Financial Statement Analysis, Pre requisites of Foreign Financial Statements, Analysis of Foreign Financial Statements , Issues in performance evaluation, Factoring and Lending: Meaning, Importance, its implication in the international market.  
Case Study and Discussion: Working Capital Management: A Case Study of OCM ( Rohit Kanda)

#### Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100



Name of The Course	Web Analytics			
Course Code	MBIT 6005			
Prerequisite	Basic understanding of computer networks and Database			
Corequisite	None			
Antirequisite	None			
	L	T	P	C
	3	0	0	3

**Course Objectives:**

- To understand basic concepts and applications of web analytics.
- To examine the working of various methods of performing SEO.
- To understand various legal and ethical issues related to the implementation of the web development.

**Course Outcomes:**

CO1	Understand the application of Web Analytics in online business.
CO2	Examine the application of web analytics and the process of using the insights (online data) to make strategic and operational decisions.
CO3	The usage of the website and to be able to suggest improvements in the design of a website and knowledge of Search Engine Optimization techniques.
CO4	Have the knowledge of starting a new successful website.
CO5	Apply the concept and usage of Google Analytics tools to apply concepts of web analytics.

**Text Book (s)**

1. AvinashKaushik,"Web Analytics-An Hour a day ". Wiley Publishing Inc.
2. Brian Clifton. "Advanced Web Metrics with Google Analytics ".Wiley Publishing Inc

**Reference Book (s)**

Web Analytics 2.0-The Art of online Accountability and Science of Customer, Avinash Kaushik, Wiley Publishing, Inc.

Unit-1 Introduction and Fundamentals of Web Analytics Hours	6
Evolution of Web Analytics, Collecting online data, Web analytics driven decision making, Capturing data, Selection of optimal Web Analytics tool, Understanding the quality of data, Foundational metrics and standard reports	
Unit-2 Web data analysis and Search analytics Hours	10
Designing and implementing foundational reports - Top Referring URLs and Top Key Phrases, Designing and implementing foundational reports - Top Referring URLs and Top	



Key Phrases, Click Density, Site Overlay, Site Bounce Rate, Performing internal site search analytics, Search Engine Optimization, Measuring SEO efforts, Analyzing Pay Per Click (PPC) and click through effectiveness, Learning PPC reporting best practices, Industrial project discussion on SEO activity (Off page)	
Unit-3 Website Experimentation and Testing Hours	5
Rationale for website testing, what to test, Designing and executing a good experimentation and testing program, Implementing the key ingredients for every testing program	
Unit-4 Web Intelligence and Web 2.0 Analytics Hours	9
Competitive traffic Reports - Share of visits by industry segment, Upstream and downstream traffic against competition, Competitor traffic by media mix, Search engine reports- Share of search and search keywords, Share of brand and category keywords, Search keyword funnels and keyword forecasts, Keyword expansion tool, Demographic and Psychographic reports, Web 2.0 Analytics, Measuring the success of Rich Interactive Applications (RIAs), Measuring the success of RSS	
Unit-5 Advanced Web Analytics concepts Hours	10
Introduction to Advance Web Analytics, Introduction to Digital Analytics, web analytics strategy, Measuring the site abandonment rate metric, impact of campaigns, metric, of impact of campaigns, Managing Analytics , Conversion Rate, Real Time Data, Standard KPIs, path analysis and Challenges, Making your analysis and reports connectable	

**Continuous Assessment Pattern**

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

Name of The Course	Application of cloud in Management			
Course Code	MBIT 6006			
Prerequisite	Basic understanding of computer networks and Database			
Corequisite	None			
Antirequisite	None			
	L	T	P	C
	3	0	0	3

**Course Objectives:**

- To understand basic concepts and applications of cloud computing.
- To examine the working of various cloud computing service models.
- To understand various legal and ethical issues related to the implementation of the cloud computing.

**Course Outcomes:**

CO1	Analyzing the fundamentals and essentials of cloud computing to solve business problems.
CO2	Apply, creating the concepts of cloud for using and adopting cloud computing services and tools in their real time scenario.
CO3	Analyzing and evaluate different cloud models as per business need and projects.
CO4	Apply and evaluate knowledge of important cloud computing driven commercial systems such as Google Apps for decision making.
CO5	Apply and evaluate impact of cloud on legal, ethical, security and societal issues involved.

**Text Book (s)**

1. Cloud Computing Implementation, Management and Security, John W. Rittinghouse and James F. Ransome, 13th Edition
2. Cloud Computing Implementation, Management and Security”, 2010, CRC Press, Taylor & Francis Group, Boca Raton London New York

**Reference Book (s)**

Cloud Computing – Insights into new era infrastructure, Kumar Saurabh, Wiley India, 2nd Edition, 2012

Unit-1 Introduction to Cloud Computing 8 Hours	
Introduction to cloud computing, Evolution-cloud computing, hardware, Internet, software, virtualization, Web services of cloud, Infrastructure as a service, Platform as a service PaaS and SaaS, Designing of cloud network, case discussion – Amazon EC2	
Unit-2 Implementation and control in cloud Hours	9

Privacy and its relation to Cloud-based Information Systems, Security in the Cloud, Research paper on security and Privacy in cloud computing, Common Standards in the Cloud, End-User Access to the Cloud Computing, Legal and ethical dimensions, legal issues with cloud implementation, case discussion	
Unit-3 Cloud computing for managers Hours	9
use of cloud for managers, centralizing Email Communications – Collaborating on Schedules, To-Do Lists, managing contact lists, online Community development, online collaboration tools for projects, Cloud computing for business, Case study on Healthcare business of Net magic through cloud computing	
Unit-4 Application of cloud services Hours	7
Applications – Online Planning and Task Management, Event Management, CRM- Cloud service development tools, word processing, databases and storing and file sharing on cloud, Case Study on Google Maps-Google Cloud	
Unit-5 Virtual Office Management Hours	7
Web-based communication tools, Web Mail Services –Web Conference, Tools –Social Networks and Groupware – collaborating via blogs and Wikis, IBM, Amazon EC2, Google Apps for Business, Salesforce.com discussed through Research paper on Salesforce.com	

**Continuous Assessment Pattern**

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

Name of The Course	Software Project Management			
Course Code	MBIT 6007			
Prerequisite	Basic understanding of computer networks and Database			
Corequisite	None			
Antirequisite	None			
	L	T	P	C
	3	0	0	3

**Course Objectives:**

- To understand basic concepts and applications of project planning.
- To examine the working of phases of project life cycle.
- To understand various legal and ethical issues related to the implementation of the project development.

**Course Outcomes:**

CO1	Apply concepts of project management to software development process.
CO2	Apply concepts of project life cycle and effort estimation
CO3	Apply concepts of project activity planning and risk management.
CO4	Apply concepts of controlling project management to solve business complex problems.
CO5	Apply concepts of staffing in software projects to solve complex problems.

**Text Book (s)**

1. Software Project Management by Bob Hughes, Mike Cotterell and Rajib Mall – Fifth Edition, Tata McGraw Hill, New Delhi, 2012.
2. Effective Software Project Management by Robert K. Wysocki– Wiley Publication 2018

**Reference Book (s)**

Software Project Management by Walker Royce: - Addison-Wesley, 2015

Unit-1 Project evaluation and project planning 7 Hours	
Importance of Software Project Management, Activities Methodologies – Categorization of Software Projects, Setting objectives – Management Principles – Management Control – Project portfolio Management, Cost-benefit evaluation technology – Risk evaluation – Strategic program Management, Stepwise Project Planning	
Unit-2 Project life cycle and effort estimation Hours	7
Software process and Process Models – Choice of Process models – mental delivery–, Rapid Application development – Agile methods – Extreme Programming – SCRUM, Managing	

interactive processes – Basics of Software estimation, Effort and Cost estimation techniques – COSMIC Full function points – COCOMO II A Parametric Productivity Model – Staffing, A CASE STUDY ON SOFTWARE PROJECT MANAGEMENT IN INDUSTRY – EXPERIENCES AND CONCLUSIONS	
Unit-3 Activity planning and risk management Hours	9
Objectives of Activity planning, Project schedules, Activities, Sequencing and scheduling, Network Planning models, Forward Pass & Backward Pass techniques, Critical path (CRM) method, Risk identification, Assessment, Monitoring, PERT technique, Research paper: Handout, Monte Carlo simulation – Resource Allocation – , Creation of critical patterns – Cost schedules	
Unit-4 Project management and control Hours	8
Framework for Management and control, Collection of data Project termination, Visualizing progress – Cost monitoring, Earned Value Analysis, Project tracking – Change control, Software Configuration Management, Managing contracts, Contract Management	
Unit-5 Staffing in software projects Hours	9
Managing people – Ethical and Programmed concerns, Organizational behaviour, Best methods of staff selection, Motivation, The Oldham-Hackman job characteristic model, Working in teams – Decision making, Team structures – Virtual teams, Communications genres – Communication plans, Recent development SPM: Through research paper, Project Presentation	

**Continuous Assessment Pattern**

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

<b>Name of The Course</b>	<b>Knowledge Management and Information System</b>			
<b>Course Code</b>	<b>MBIT 6008</b>			
Prerequisite	Basic understanding of computers and DBMS			
Corequisite	None			
Antirequisite	None			
	L	T	P	C
	3	0	0	3

**Course Objectives:**

- To understand basic concepts and applications of Knowledge Management systems.
- To examine and create knowledge frameworks for different organizations.
- To analyze various tools of knowledge management in the assistance of business problem solving.

**Course Outcomes:**

CO1	Understand role played by information system and knowledge economy in organization
CO2	Apply basic concepts of Knowledge Economy of to understand and create knowledge management Model for various software projects
CO3	Create and Understand knowledge framework of various business strategies of decision making.
CO4	Understand the concept of knowledge mapping and its models.
CO5	Understand and apply tools of knowledge management to solve complex problems.

**Text Book (s)**

1. Knowledge Management: Tata Mc Graw Hill Education Private Ltd. By Waman S Jawadekar

**Reference Book (s)**

1. ERP Demystified by Alexis Leon, 2007, TMHE-Business and E-Commerce Management by Dave Chaffey, Pearson, 3rd Ed
2. Coping With Continuous Change in the Business Environment: Knowledge Management and Knowledge Management Technology by Derrick Kourie, Retha Snyman, and Antonie Botha

Unit-1 Introduction to data, Information and knowledge Hours	8
Context and Relevance of Knowledge Economy, Changing Landscape of business and Paradigm shift, Emergence of knowledge Economy demanding knowledge driven strategic approach to business, Management and need of becoming a learning organization, • Data, information , knowledge , Business Intelligence, Types of knowledge , Tacit and Explicit knowledge , Knowledge : A driver for creativity and Innovation, Knowledge a Strategic	

Resource and Business benefits of knowledge, Case study on KM strategy of IBM and carrier operation.	
Unit-2 Knowledge Management- introduction, design and Architecture Hours	10
Knowledge Management and Management cycle, Thematic Analysis of knowledge Management, Knowledge Transformation and its dynamics, SECI Model and DKCU system, Business case for knowledge Management and Alber's Framework, Generic Model of Knowledge Management System, Challenges in developing KMS, Case Study on ICT for Human Capital Development, KM system Design and Architecture, Knowledge Construction Architecture, Implementation of KMS	
Unit-3 Knowledge Management for business Strategy Hours	7
KM, Business strategy and Knowledge Link, A Knowledge Strategy Framework, Validation of knowledge through Knowledge Models, Creation and Acquisition of knowledge, Knowledge Acquisition Techniques (KAT), Case study on Daimler Chrysler : Engineering Book of Knowledge	
Unit-4 Knowledge management to transfer, Measure, Capitalize and Control Hours	6
Knowledge Transfer and Sharing, Knowledge Mapping, Knowledge Asset, Intellectual Capital and Property, Skandia Model for Measuring Intellectual Capital, Successful implementation of KM initiative	
Unit-5 Tools and Technology for KM implementation Hours	9
ICT, UCT, WiMAX Technology, Groupware Technology, Data warehouse and Data mining for Knowledge Search, Search Engines and Intelligent Agents, Knowledge Portal, knowledge Products, Research paper on Data mining for Knowledge discovery	

**Continuous Assessment Pattern**

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

Name of The Course	E-Commerce			
Course Code	MBIT 6010			
Prerequisite	Basic understanding of computers and business processes			
Corequisite	None			
Antirequisite	None			
	L	T	P	C
	3	0	0	3

**Course Objectives:**

- To understand the basic concepts and benefits of E-Commerce.
- To understand the working of various E-Business models and the design issues of any E-Business architecture.
- To analyze the use of certain E-Business tools like – CRM and SCM.

**Course Outcomes:**

CO1	Have the knowledge about basic concepts of E-commerce and various business models for decision making.
CO2	Analyzing Ecommerce business pattern and use them for market analysis.
CO3	Analyzing and applying various strategies of ecommerce for real time business problems.
CO4	Applying technical concepts of Ecommerce and use of various business communicative applications in Ecommerce.
CO5	Analyzing the practical knowledge of various technical and customer applications of Ecommerce projects.

**Text Book (s)**

E-Business 2.0, Roadmap for Success by Dr. Ravi Kalakota & Marcia Robinson, Pearson Education. 2nd Edition

**Reference Book (s)**

1. ERP Demystified by Alexis Leon, 2007, TMHE-Business and E-Commerce Management by Dave Chaffey, Pearson, 3rd Ed
2. Coping With Continuous Change in the Business Environment: Knowledge Management and Knowledge Management Technology by Derrick Kourie, Retha Snyman, and Antonie Botha

Unit-1 Introduction to E-Business and Spotting E-Business Trends Hours	9
Defining need of E-commerce and brief history, shifting to E-business from E-commerce, types of business model, Case Discussion: Pepperfry, Aramshop, trends Driving E-business, Customer oriented trends, organizational trends, Employee Megatrends, Case Discussion: Facebook, Amazon	



Unit-2 Digitizing the E-Business Design Hours	9
E-business patterns: the structural foundation, Click and brick pattern, portal pattern, e-market maker pattern, Case Discussion: Intuit, IRCTC, Interlocking layers of e-business, Operational, Service and continuous, innovation excellence models, Research paper on Ecommerce market pattern	
Unit-3 Strategy formulation for E-Business design Hours	6
Constructing the E-Business architecture, The new era of cross functional integrated applications, Problems caused by lack of integration, Case Discussion: Flipkart, Yebhi, Strategy formulation for E-business design, Roadmap to move a company into E-business	
Unit-4 E-CRM, SCM and various business applications Hours	9
Implementing Supply chain and CRM, E- Supply chain architecture, E - CRM architecture, Tactical e-Project management, Tactical e-Development process, Adoption management, E-government initiatives, Measuring effectiveness of e-governance, Use of Cloud computing in business, Use of Green computing in business, Use of SAP in business	
Unit-5 Use of IT technologies in various business applications Hours	7
A demonstration of application of Google analytics, a demonstration of Sales force Sales cloud Application to understand effective CRM, Lab Session1: Sales cloud Application for Hands on training on cloud based CRM application instance, Lab Session1: Sales cloud Application for Hands on training on cloud based CRM application instance	

**Continuous Assessment Pattern**

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

Name of The Course	Global Outsourcing			
Course Code	MBIB6005			
Prerequisite				
Corequisite				
Antirequisite				
	L	T	P	C
	3	0	0	0

Course Objectives: Outsourcing has emerged as a major business practice for many big corporations around the world. There are several reasons behind this apart from the cost effectiveness due to low wage rate in many developing countries. It is really important to understand why outsourcing is done in certain ways and not in all other possible manners. This course is designed in order to provide a proper understanding of outsourcing including the different types and levels of outsourcing with cost benefit analysis. The problems and challenges in outsourcing at different stages and starting your own outsourcing business are also an important part of this course. The course provides students insight into the unique features of understanding, creating and delivering value in outsourcing markets. Students are able to use frameworks and conceptual tools when analyzing outsourcing business market opportunities and organizational buying behavior as well as formulating business marketing strategy. Students can apply all this knowledge to analyze and solve practical management problems in business-to-business environment.

#### Course Outcomes

CO1	After studying this module, the students will be able to understand how to apply the concepts of Global Outsourcing
CO2	Covers the need for outsourcing and differences in time, culture across the globe and the best possible decision in regard to outsourcing.
CO3	Analyzes the different options available when it comes to outsourcing and cost-benefit analysis of all the decisions.
CO4	Discusses how to manage your outsourcing business including implementing best practices, renegotiation and avoiding common mistakes.
CO5	Discusses the possibility of starting your own outsourcing business and some basic problems associated with it.

RECOMMENDED TEXT BOOK	AUTHOR & PUBLICATION
Black Book of Outsourcing	Wilson & Brown (2005), Wiley India
SUPPLEMENTARY READINGS	
Global outsourcing and offshoring	Kumar, Kundu, Contractor, Pedersen : Cambridge University Press
Handbook of global outsourcing and offshoring	Willcocks, Oshri, Kotlarsky (2009) : Palgrave Macmillan

Global services outsourcing	Ronan Mcivor: Cambridge university press
Global business process outsourcing: Concepts and practices	T.P. Rajmanohar: ICAI

<p>Unit-1 Overview level and phases of outsourcing and the reason behind the emergence of outsourcing as a major business practice: (7 Lecture) Introduction, What is different about outsourcing, Outsourcing terminologies, Levels of outsourcing, Phases of outsourcing process, Monitoring the evolving outsourcing environment, Outsourcing vs Worldwide sourcing, Case Study</p>
<p>Unit-2 Need for outsourcing and differences in time, culture across the globe and the best possible decision in regard to outsourcing. : (9 Lecture) Identifying your company's outsourcing needs, Identifying reasons to outsource, Starting on the outsourcing path, Key drivers behind outsourcing decisions, Laying the foundation of outsourcing, Facing geographical, cultural and time differences, Implementing strategic sourcing, Maintaining control, Implementing strategic sourcing, Maintaining control, Case Study</p>
<p>Unit-3 Outsourcing- cost-benefit analysis and options (10 hours) Conduct the feasibility study, Detailed analysis of requirements, Parameters of vendor relationship, Measuring performance, Cost benefit analysis, Outsourcing options, Emerging outsourcing opportunities, Selecting your suppliers and vendors, Determining all the costs, Case Study</p>
<p>Unit-4 <i>Outsourcing- Managing and Negotiating</i> (9 hours) Managing your outsourcing vendors, Negotiating contracts, Implementing best practices, Establishing contract measurements, Renegotiating or terminating the contract, Avoiding common outsourcing mistakes, Knowing when to say no to outsourcing, Strategizing for success in the new global economy, Case Study</p>
<p>Unit-5 <i>Starting the outsourcing business</i> (5 hours) Starting an outsourcing business, Pricing and promotion, Knowing your price floors, Determine your price point Case Study</p>

#### Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

Name of The Course	International Labour Laws			
Course Code	MBIB6006			
Prerequisite	International Human Rights Law			
Corequisite	Basic Labour Laws			
Antirequisite	Mono-disciplinary Approach			
	L	T	P	C
	3	0	0	3

Course Objectives: International labour Laws emphasizes on the frame work of International labour organization and International labour standards which have an impact in global economy. Students will study the various conventions and recommendations of International labour organizations and their allied problems. Analysis of relevant cases and current issues will be incorporated for a better understanding of the concepts. The course examines the legal framework/ environment and the problems pertaining to forced labour, International Programme on the Elimination of Child Labour and provides practical insights into the complexities of business regulations.

#### Course Outcomes

CO1	Illustrate the objectives and characteristics of ILO as well as to understand the conventions and recommendations related to it .(K3)
CO2	Apply the fundamentals of European convention on protection of Human Rights and fundamental freedom .(K3)
CO3	Relate the concept International labour standard in relation with various committees of ILO .(K3)
CO4	Apply the rules relating to wage fixation and problems in the application of forced labour.(K4)

#### Text Book (s)

1. Sandrine Kott, JoëlleDroux (eds.), Globalizing Social Rights. International Labour Organization (ILO) Century Series. Palgrave Macmillan, London, 2013.
2. Werner Sengenberger, The International Labour Organisation: Goals, Functions and Political Impact, Friedrich-Ebert-Stiftung, Global Policy and Development, ISBN3864986761, e-ISBN: 9783864986765, 2013.

#### Reference Book (s)

1. Barbara J. Fick (ed.), International Labour Law, International Law series, Edward Elgar Publishing, USA, ISBN: 978 1 78347 602 2, 2015.
2. Jean-Michel Servais, International Labour Law, Kluwer, 4th ed., 2014.
3. International Labour Organization, Rules of the Game: A brief introduction to International Labour Standards, International Labour Organization, 3<sup>rd</sup> edition, 2014.

Unit-1: International universal Labor Law	8 hours
Origin, development and organization of international Labor Laws, International Labor organization (ILO) – establishment, activities and objectives; characteristics of ILO, Membership and organs of ILO, I. L. O. - Conventions and Recommendation: Procedure	

for Ratification, problems in their rectification, I. L. O. & Regional Conferences, Labour Regulations and Labour Standards in India: Decent Work?, Historical merit and recognition.

**Unit-2: International European Laws** **5 Hours**

Concepts and definitions of European Labor Law, Sources and implementation of European Labor Law, Protection of rights in European non communitarian Labor Law, European convention on protection of Human Rights and fundamental freedom, European social charter

**Unit-3: International labour standards** **8 hours**

International labour standards: An Overview, International labour standard and policy, a guide for sustainable development , Aspirations and reality of the ILOs International Labour Policy, Opportunity and obstacles to the realisation of International labour standards, The enforcement of labour standards and the work of the major committees of the ILO with oversight of standards, International Programme on the Elimination of Child Labour (IPEC), Urgent elimination of the worst forms of child labour, Child Labour in India: Disentangling Essence and Solutions, National initiatives on child labour

**Unit-4: Forced labour, Wages and general conditions of work** **9 hours**

Forced labour Convention 1930, Abolition of Forced labour Convention, 1957, Problems of application of forced labour convention, The ILO special action programme, Meaning of Wages, Minimum wage fixing, and various conventions , Protection of wages and labour clauses in Public contracts, General conditions of work, Hours of works and various conventions of works , Weekly rest and paid leave , Industrial hygiene and safety, Welfare facilities, housing and spare time.

**Unit-5: Employment and Discrimination in Employment** **10 hours**

Employment, The Unemployment convention, 1919, Employment and Labor Conditions, Placement-The Abolition or regulation of fee- charging employment agencies, Ratification and problem of application of Convention no 96.

#### Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

<b>Name of The Course</b>	<b>Operations Research Applications</b>			
<b>Course Code</b>	<b>MBOP6011</b>			
<b>Prerequisite</b>	<b>Operations</b>			
<b>Corequisite</b>	<b>None</b>			
<b>Antirequisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	3	0	0	3

**Course Objectives:** Operations Research (O.R.) is a problem solving and decision taking technique. It is considered a kit of scientific and programmable rules which provides the management a “quantitative basis” for decisions concerning the operation under its control. Quantitative basis for decision making is provided to managers by O.R. it enhances a manager’s ability to make long range plans and to solve the routine problems of running a enterprise/concern OR is a systematic and logical approach to provide a rational footing for taking decisions. Operation research, like scientific research is based on scientific methodology which involves following steps. O.R. Applications will enrich the knowledge to think optimal direction so as to take best action in every action performed in business.

### Course Outcomes

<b>CO1</b>	Demonstrate the Job Sequencing concepts in business.
<b>CO2</b>	Solve the problems in different industry using Simulation.
<b>CO3</b>	Determine the queuing problems and solve the industry based problems.
<b>CO4</b>	Identify the maintenance and replacement situations and obtain the optimum solution.
<b>CO5</b>	Develop the DEA for different applications in business.

### Text Books

6. Operations Research by JK Sharma
7. Quantitative Techniques in Management by ND Vohra

#### Reference Books

1. Optimization in Operations Research by Ronald L. Rardin; Pearson Publication
2. Introduction to Operations Research by Hiller and Lieberman; McGraw Hill
3. Optimization: Algorithms and Applications by Rajesh Kumar Arora; CRC Press

**Unit I: Introduction & Job Sequencing**
**10 lecture hours**

Introduction to Job sequencing, Notations, Johnson's Rule for n jobs through 2 machines, n jobs through three machines, applications, Sequencing rules – FCFS (First Come First Serve), SPT (Shortest Processing Time), CR (Critical Ratio).

**Unit II: Simulation Theory**
**8 lecture hours**

Introduction to simulation, Types of Simulation, Steps in Simulation Process, Advantage and Disadvantage, Random Numbers, Application on – Inventory problems, queuing problems, investment problems, maintenance problems, PERT problems

**Unit III: Queuing Theory**
**8 1 hours**

Introduction to queuing theory, structure of queuing system, queue discipline, calling population characteristics, Distribution of Arrival, Distribution of Service (Departure), Distribution of Service Time, Single Server queuing model – M/M/1/∞. Practical Applications

**Unit IV: Replacement and Maintenance Model**
**8 hours**

Introduction to Replacement theory, Types of failure – gradual failure, sudden failure, replacement of items – efficiency deteriorates with time, replacement of items – completely fail – individual replacement policy, Group replacement policy.

**Unit V: Data Envelopment Analysis**
**6 lecture hours**

Introduction to DEA (Data Envelopment Analysis), Formulation of the problem, Application in hospital industry, Hotel Industry, Investment, Game Theory, Solution by Solver.

**Continuous Assessment Pattern**

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
20	30	50	100

<b>Name of The Course</b>	<b>Operations Strategy</b>
<b>Course Code</b>	<b>MBOP 6012</b>

<b>Prerequisite</b>	<b>Operations Management</b>			
<b>Corequisite</b>	<b>None</b>			
<b>Antirequisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	3	0	0	3

**Course Objectives:** This course provides a framework to describe and formulate an operations strategy and understand and evaluate the key decisions in operations that have a substantial impact on a firm's competitive position. Thus, the word strategy has two connotations: formulating an operational strategy (long-term plan) and making strategic (important) operational decisions. We will study books, articles, and cases in a variety of settings using a variety of tools to achieve these two goals. The course will also examine today's critical strategic issues such as outsourcing and globalization.

Operations strategy consists of the strategic use of functions such as manufacturing, supply chain, and service provision. Traditionally, these areas have been viewed as narrow functional areas, and management of them was based on some simple criterion such as cost minimization. More recently, managers and business observers have understood that manufacturing and operations have to be managed in the broader context of business strategy. In this sense, decisions on manufacturing and operations capabilities must fit and be consistent with the business strategy. Such decisions need to take into account the competitive environment, including the maturity of the industry on the S-curve and the structure of the value chain. Furthermore, decisions about different areas of manufacturing and operations must be consistent with each other. Strategic choices about facilities, capacity, vertical integration, process technology, control and information systems, sourcing, human resources, organization, and other areas all significantly affect what the business brings to the marketplace. The course will examine how decisions in these areas can be made in a coherent manner.

### Course Outcomes

<b>CO1</b>	To describe the basic concepts of the Operations strategy in service and manufacturing..
<b>CO2</b>	To identify the key element and demonstrate the different decision categories..
<b>CO3</b>	To analyze the capabilities of organization.



<b>CO4</b>	To utilize the conceptual understanding of globalization and outsourcing for better service quality
<b>CO5</b>	To develop the understanding and ideology of ERP and MRP techniques in customer relationship management.

**Text Book (s)**

1. Operations Strategy: Slack, Nigel, and Mike Lewis. *Operations Strategy*. 2nd ed. Prentice Hall, 2007

**Reference Book (s)**

1. *Manufacturing Strategy: Texts and Cases*: Hill, Terry. 2nd ed. Palgrave Macmillian, 2000
2. *Operations Management*: Norman Gaither, Operations Management, Cengage

**Unit-1 Basic Concepts of Operations Strategy 12 lecture hours**

Introduction, Element of operations Strategy Operations Strategy in Service, Linking Operations and Marketing Strategy, Social Responsibility Issues, Quality, Customer service and Cost Challenges, Lean Operations, Involvement Everyone, Continuous Improvement, Operations Strategy Formulation, Business process Reengineering. **Case study:** McDonald's Corporation.

**Unit-2 Key Elements and Decision Categories in an Operations Strategy 7 lecture hours**

Operations Performance objectives, Operations Performance objectives changes over time, Trade offs, Capacity strategy: How to make decisions on capacity and capacity expansion, Facilities strategies and globalization; Comparisons of plant productivity, Targeting and operations focus, Information systems and the impacts of the electronic economy.

**Unit-3 Capabilities and Different Approaches to Operations Strategy 7 lecture hours**

Capacity Strategy, Capacity Change, Location of Capacity, Supply Network Strategy, Traditional Market Based Supply, Partnership Supply.

**Unit-4 : Globalization, Outsourcing and Other Critical Issues in Operations Strategy 9 lecture hours**

Network management, Process Technology Strategy, Product process matrix, Evaluation Process Technology, Developing Operations Capabilities, Deploying capabilities in the market, Product and service development as a process, Importance of product and service development process.

**Unit-5    *MRP and ERP* 5 lecture hours**

Formulation models for alignment, Analysis for formulation, Challenges for strategy formulations, **ERP**

**Continuous Assessment Pattern**

<b>Internal Assessment (IA)</b>	<b>Mid Term Test (MTE)</b>	<b>End Term Test (ETE)</b>	<b>Total Marks</b>
20	30	50	100

<b>Name of The Course</b>	<b>Sourcing Management</b>			
<b>Course Code</b>	<b>MBOP6013</b>			
<b>Prerequisite</b>	<b>Procurement Management, Negotiation Strategies</b>			
<b>Corequisite</b>	<b>None</b>			
<b>Antirequisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	3	0	0	3

**Course Objectives:** This course introduces the concept of Sourcing Management. The course mainly focuses on Global sourcing, importance of negotiation in sourcing, supplier performance evaluation and growing trends in sourcing like e-sourcing, Green sourcing, Sustainable sourcing etc.

**Course Outcomes**

<b>CO1</b>	Identify the concept of global sourcing, its drivers and strategies adopted by global companies in sourcing management.
<b>CO2</b>	Analyze the negotiation process in global sourcing to yield maximum output at optimum cost.
<b>CO3</b>	Evaluate the various factors considered for supplier selection and supplier performance evaluation the context of global sourcing perceptive.
<b>CO4</b>	Use of analytical tools and methodologies in global sourcing to measure the performance.
<b>CO5</b>	Relate the importance of E- Sourcing, Green sourcing and sustainable sourcing to perform efficient sourcing process in the industry.

**Text Book (s)**

1. Procurement, Principles and Management Peter Baily, David Farmer, Barry Crocker, David Jessop, David Jones, PHI, New Delhi.

**Reference Book (s)**

1. Purchasing Management Lars bedey, sofia Eklund, Nojannajafi, William wahrén, Karl westerlund: e-book: chalmers, Department of technology management and economics.
2. Trucking Business Management: Case & Concepts. Debjit Roy, G.Raghuram, McGraw Hill Publication
3. Supply Chain Management: Strategy, Planning and Operation. Sunil Chopra and Peter Meindl. Prentice Hall Publication

**Unit I: Introduction to global sourcing: Concepts  
hours**
**9 lecture**

Introduction to global sourcing, Trends & types of sourcing, Drivers for global sourcing ,Global sourcing strategies ,Stages of global sourcing, Strategic sourcing principle & methodology, Challenges, advantages & disadvantages of Sourcing, Outsourcing concepts, Volvo case study.

**Unit II: Negotiation in Sourcing Management**
**8 lecture hours**

Negotiation concepts, Outcome and stages of negotiation, Price negotiation strategies, Negotiation Mix in Sourcing, Make or Buy decision in Sourcing, Competition & co-operation in negotiation, Risks in Sourcing Management, Case Study: Sony Ericsson Inc.

**Unit III: Supplier selection and evaluation in sourcing**
**9 lecture hours**

Supply chain Management : Concept, Strategies of supply Chain, Performance matrices in supply chain, Supplier Selection Process, Supplier/vendor management cycle & VMI, Supplier evaluation criteria, Supplier Selection Methods, Performance Measurement & evaluation in sourcing , Metal Craft Case study.

**Unit IV: Analytical tools and total cost of ownership in sourcing**
**7 lecture hours**

Analytical tool in sourcing, Total Cost of Ownership (Wire harness case study), Pricing Analysis (Plastic Shield case study), Foreign exchange currency management, Learning curve, Quantity discount models, Integrative Pacific system Case study.

**Unit V: E-Sourcing, Green sourcing & sustainable sourcing 7 lecture hours**

E-Sourcing, Advantages & Disadvantages in E Sourcing, Sustainable Sourcing, Triple Bottom Line consideration in Sustainable Sourcing, Benefits & challenges of sustainable sourcing, Green Sourcing, Wal-mart / China Case Study.

**Continuous Assessment Pattern**

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

<b>Name of The Course</b>	<b>Supply Chain Analytics</b>			
<b>Course Code</b>	<b>MBOP 6014</b>			
<b>Prerequisite</b>	<b>Operations &amp; Supply chain concepts</b>			
<b>Corequisite</b>	<b>Data analysis</b>			
<b>Antirequisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	3	0	0	3

**Course Objectives:**

This course provides an introduction to the fundamental issues and basic techniques of Supply chain analytics. In present time of intense global competition, customers are demanding more and more variety, with better quality and service at lowest cost. This means that in order to be successful, firms need to develop supply chain strategies and logistical capabilities that serve the needs of their customers whilst maximizing overall profitability. All supply chains, in order to function properly, must focus on the huge opportunity that exists in their analytics.

**Course Outcomes:**

CO1	Discuss the basics of Operations Management, Supply Chain Management and Supply Chain Analytics
CO2	Illustrate the basic concepts and applications of Business Analytics in Supply Chain

CO3	Analyze and identify Prescriptive Analytics in Supply Chain Network Planning Operations techniques for the long term and short-term horizon
CO4	Evaluate Supply Chain Modeling coordination and Performance Management with Supply Chain decisions.
CO5	Design and integrate concepts of the Supply Chain Management and its strategies with ICT

**Text Book (s)**

Supply Chain Management: Chopra, Meindl, Kalra, Pearson Education

**Reference Book (s)**

1. Logistics & Supply Chain Management G Raghuram, N Rangaraj, Macmillan Business Books
2. Supply Chain Management, Process, Partnerships, Performance Douglas M. Lambert, Supply Chain Management Inst, 2008
3. Basics of Supply Chain Management Lawrence D, Ed Hill, CRC Press
4. Designing and Managing the supply chain David, Philip, Levi, McGraw Hill Companies.

***Module I: Introduction to Supply Chain Analytics with Operations and Supply Chain Management Concepts: (10 Lectures)***

Understanding and defining the supply chain analytics, Context of today's supply chains (SC) analytics, Revision of Basics in Supply Chain Management, Importance of Analytics in supply chain, Relating Operations Management with Supply chain concepts and SC Analytics, Importance of supply chain analytics in the flows involving material, money, information and ownership, Key issues in supply chain analytics, Conceptual involvement of supply chain analytics, Concept of Descriptive Analytics in a Supply Chain, Discussion on a Few Supply Chains Analytics applications in India, Decision Domains in supply chain analytics.

***Module II: Foundation of Business Analytics in supply chain (9 Lectures)***

Foundation of Business Analytics (BA), Introduction to Modeling, Approaches for Optimization and Simulation, Modeling software, Supply Chain Decisions that requires mathematical or interpretative modeling, Understanding of Data and its role in Analytics, Analytics of a Transportation problem in a Supply Chain, Managerial implication of results of analytics, A CASE STUDY-I OF SUPPLY CHAIN ANALYTICS, A CASE STUDY-II OF SUPPLY CHAIN ANALYTICS

***Module III: Foundation of Prescriptive Analytics in Supply Chain Network Planning (8 Lectures)***

Foundation of Prescriptive Analytics, Prescriptive Analytics in Network Planning in a Supply Chain, Network Planning in a Supply Chain, Network Planning in a Supply Chain, Design of Logistics Network using Heuristics/optimization (Exercise 3.4 Levi (2008), Development of Logistics Network using Heuristics/optimization (Exercise 3.4 Levi (2008), Case Study: GATI, Case Study: GATI

***Module IV: Foundation of Modelling Coordination and Performance Management Decisions (7 Lectures)***

Foundation of Modeling, Modeling Coordination Decisions in Supply Chain Management, Foundation of Performance Management, Performance Management Concepts in Supply Chain Management, Integrated Supply Chain Management, Case Study-I on Integrated SCM.

***Module V: IT enablement of Supply Chain Management (6 Lectures)***

Role of ICT in Supply chains, IT enabled purchasing, Supplier selection and procurement process, Integrating Supply Chain with Information Technology, Decision Support Systems for SCM, IT support system for Supply Chain decision making, Relationship between E-Commerce, ERP and SCM

**Continuous Assessment Pattern**

<b>Internal Assessment (IA)</b>	<b>Mid Term Test (MTE)</b>	<b>End Term Test (ETE)</b>	<b>Total Marks</b>
20	30	50	100

Name of The Course	Management of services			
Course Code	MBOP6015			
Prerequisite	Operations management, quality management			
Corequisite	None			
Antirequisite				
	L	T	P	C
	3	0	0	3

### Course Objectives:

The intent of the service operations management course is to provide students with an understanding of the analysis, decision making and implementation issues of managing the operational aspects of a service. There must be a strategy for providing service, which matches the target market with the strengths of the Service Company. Furthermore, the operational decision-making must support the service strategy of the company. Decisions such as location, layout, capacity, inventory, distribution and quality assurance must be in place. We must effectively address the management of technologies and human resources. Borrowing techniques from the manufacturing sector can resolve some issues; others are uniquely service oriented and require special consideration. The course will have a comprehensive and systematic coverage of service operations. Service firms have unique characteristics that challenge managers.

### Course Outcomes

CO1: To describe the basic concepts of the Quality Management in service.
CO2: To identify and demonstrate quality service design and tools used.
CO3: To analyze the waiting line process with the help of tools and techniques and their impact on customer relationship management.
CO4: To utilize the conceptual understanding of service sectors for better service quality management.
CO5: To develop the understanding and ideology of IT techniques in customer relationship management.

### Text Book (s)

1. Service Management –Operations, Strategy /Information Technology, Fitzsimmons and Fitzsimmons – TMH

### Reference Book (s)



1. Service Operations Management: Improving Service Delivery, Robert Johnston, Graham Clark, Michael Shulver; Pearson, 4<sup>th</sup> edition
2. Service Management & Operations, Haksever, Render, Rumel, Pearson.
3. Operations Research, N.D Vohra, Mc. Graw Hill

**Unit-1**

***Introduction to Service Operations: Concepts***

***12 lectures***

Evolution of Quality Management and basic quality concepts in service operations, The history and importance of quality and quality conventions in service operations management. Quality as management framework and its competitive advantage Three levels of quality and Deming's Philosophy, Difference between manufacturing and service operations, Characteristics of Service Operation management, Various pure service organisations and their peculiarities, **The service handling techniques, Quality issues in service operations, Process improvement concept in service operations. Field service and its impact on manufacturing organization.**

**Unit-2 *Service design.***

***7 lectures***

**The service economy and its impact on market conditions, Characteristics of services and operations management, The service design Process: Tools implemented, The service-process matrix: Tool, Several other tools for designing of services, Service blueprinting and front office and back office activities.**

**Unit-3 *Waiting line analysis.***

***7 lectures***

Waiting line analysis for service, Improvement elements of waiting line analysis, The calling population: The arrival Rate and service times, Queue discipline and length: Lead Times, Lag times, Basic waiting line structures and operating characteristics, Traditional cost relationships in waiting line analysis.

**Unit-4 *Waiting Line models and Customer relationship management***

***9 lectures***

The basic-Single server model: Waiting Line model, Improvement analysis solution to Single-server model and advance version of the same., Multiple server model and customer requirement assessments, Customer satisfaction parameters and indices, Service measurement issues: SERVQUAL, Customer feedback collection and analysis, Customer service evaluation, Quality aspect in service operations management.

**Unit-5 *IT enabled customer services.***

***5 lectures***

IT enabled : Tools and techniques, Use of ERP, DSS tools for extracting Information, Data warehousing and Data mining: Concepts, Call center operations and management, Web

enabled services, www, http, etc. ERP enabled field and technical support services, Continuous improvement to determine the capability of a process: Telemarketing and servicing

**Continuous Assessment Pattern**

<b>Internal Assessment (IA)</b>	<b>Mid Term Test (MTE)</b>	<b>End Term Test (ETE)</b>	<b>Total Marks</b>
30	20	50	100

<b>Name of The Course</b>	<b>HEALTH CARE MARKETING &amp; PUBLIC RELATIONS</b>			
<b>Course Code</b>	<b>MBHC 6017</b>			
<b>Prerequisite</b>	Study of Marketing			
<b>Corequisite</b>				
<b>Antirequisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	3	0	0	3

**Course Objectives: To enhance and apply the knowledge of Healthcare Marketing & Public Relation**

**Course Outcomes**

<b>CO1</b>	Illustrate Concept of Out Patient Department
<b>CO2</b>	Analyze the study of managing time in OPD.
<b>CO3</b>	Summarize the policies of trauma care
<b>CO4</b>	Develop understanding of department of inpatient services
<b>CO5</b>	Outline the importance of department of O.T

**Text Book (s)**

Marketing for Healthcare Organizations	Philip Kotler and Roberta N. Clarke, Prentice Hall Publication
Health Service Public Relations	Radcliffe Medical Press Ltd., Oxford
Healthcare Marketing Sales and Services	John F. O'Malley, An Executive Companion (Health Administration Press)
Healthcare Marketing Sales and Services:	G.D. Kunder
How to Market Your Hospital Without Selling Your Philosophy	Prism Books Pvt. Ltd., Bangalore

**Reference Book(s)**

<p><b>Unit-1 Concept of Marketing</b> <span style="float: right;"><b>4 hours</b></span>          Concept of marketing, Importance of marketing to healthcare organizations, Challenges in Practicing Marketing in Healthcare Industry. Marketing Intelligence, Information and Research System, Marketing Organization: Chart, Fulltime Staff and Hiring Consultants.</p>
<p><b>Unit-2 Market (Individual and Organizational) Analysis</b> <span style="float: right;"><b>6 hours</b></span>          Market Measurement and Forecasting - Defining Market, Measuring Current Market Demand Forecasting Demand; Market Segmentation and Targeting-Steps in Segmentation and Targeting Target Marketing; Consumer Analysis -Consumer Buying Organization Buyer- Behaviour and Consumer Adoption Process.</p>

<p><b>Unit-3 Marketing Mix Decisions</b> <span style="float: right;"><b>10 hours</b></span></p> <p>Product (Service) Decisions, Nature and Characteristics of Services; Marketing Approaches to New Services Development, Service Mix Decision, Service Item Decision, Service Life Cycle Decision, Demand Generation; Pricing Decisions -Pricing Objectives in Healthcare, Pricing Strategy, Present and Future Situation; Place Decisions --Major Distribution Decisions , Strengthening Referral System; Promotion Decisions.</p>
<p><b>Unit-4 Sales Force in Health Care</b> <span style="float: right;"><b>9 hours</b></span></p> <p>Sales Force in Healthcare Organizations, Advertising in Healthcare Industry, Sales Promotion Practices in Healthcare Organizations, Publicity Practices; Marketing Strategies -Service Portfolio Strategy, Market Expansion strategy, Target Market Strategy, Price Quality Strategy, Competitive Positioning Strategy, Marketing Mix Strategy; Social Marketing- Steps in social marketing, cognitive, action, behaviour and value changes.</p>
<p><b>Unit-5 Public Relations</b> <span style="float: right;"><b>11 hours</b></span></p> <p>Public Relations- Meaning of Public Relations, Classification of Public from Healthcare Marketing Perspective, Evaluation of Public Relations; Public Relations Process - Identifying the Relevant Publics, Measuring Images and Attitude of the Relevant Public, Establishing Image and Attitude Goals for the Key Publics, Developing Cost Effective Public Relations Strategies, Implementing Actions and Evaluating Results. Public Relations Tools -Materials : Written and Audio visual Media: News, Events, Speeches and Telephone Information Services; Health Service Public Relations Office- Profile of Public Relations Officer, Changing Role and Responsibilities of Health Service PRO.</p>

**Continuous Assessment Pattern**

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

<b>Name of The Course</b>	MEDICAL TOURISM MANAGEMENT			
<b>Course Code</b>	MBHC 6013			
<b>Prerequisite</b>	Study of Healthcare Services & Tourism			
<b>Corequisite</b>				
<b>Antirequisite</b>				
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	3	0	0	3

**Course Objectives: To enhance and apply the knowledge of Medical tourism Management.**
**Course Outcomes**

<b>CO1</b>	Summarize medical tour operation management and outline organizational structure of travel agencies.
<b>CO2</b>	Utilize hospital in-house accommodation provision, FIT (Free Independent Travellers) and GIT (Group Inclusive Tour) tariff plans.
<b>CO3</b>	Outline Inbound and out bound tour operations marketing. Dealing with emergencies and complaint handling
<b>CO4</b>	Display managing and distribution system in tour operations.
<b>CO5</b>	Outline reservation and cancellation procedure for tour related services- hospital in house . Present Business trends and future prospects and problem and issues.

**Text Book (s)**

Indian Tourism: Beyond the Millennium	<a href="#">M.P. Bezbaruah</a> , Gyan Publishing House
Medical Tourism and Wellness: Hospitality Bridging Healthcare (H2H)	Frederick J. DeMicco, Apple academic press
Medical Tourism in India (Management and Promotion)	Dr. R. Kumar, Deep and Deep Publications, 2008

**Reference Book(s)**

<b>Unit-1 Medical Tour Operation Management.</b> <span style="float: right;"><b>4 hours</b></span> Definition, concept, history and growth of medical tour business. Types of tour operates, organizational structure, forms of organization, departments and its functions. Origin and growth of travel agencies. An overview of travel agents in India and local travel agents.
<b>Unit-2 Management of In- House Operations</b> <span style="float: right;"><b>6 hours</b></span> Product Knowledge, linkages, itenary preparation, costing a tour package: FIT and GIT tariffs, confidential tariffs. Hospital in- house accommodation provision- hotel voucher reservations and Airline Exchange Order, pack docket, status report, daily sales record, AGT statements, briefing, planning and scheduling, pickup and transfers and feedback assessment.
<b>Unit-3 Managing Field operations</b> <span style="float: right;"><b>10 hours</b></span> Inbound and out bond. Developing linkages with principles suppliers. Managing recruitment and trained manpower. Inbound tour operation, outbound tour operations and marketing. Guides and Escorts: types, roles and responsibilities. Communication and Interpersonal skills. Dealing with emergencies and complaint handling.

**Unit-4 Managing Distribution**
**10 hours**

Role of distribution in Exchange process, selling interim through chains. Logistic in tour operation. Managing distribution system in tour operations. Departmentalization, managerial responsibilities and use of technology. Source of earning: commissions, service charges etc. Itinerary preparation, considerations of preparation of Itinerary, costing, types and components of medical tour package.

**Unit-5 Management of Tour Related Services**
**10 hours**

Reservation and cancellation procedure for tour related services- hospital – in house, hotels, airlines, crucialness, car rentals and rail travel commission structures from suppliers and services, Agency Management, Publicity and promotion, issues related to sales, promotional issues, marketing and communication, public relations. Present Business trends and future prospects and problem and issues.

**Continuous Assessment Pattern**

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

**Course name -Business Plan preparation for SMEs**
**Course Code-MBSM6002**
**Catalog Description**

The business plan preparation course offers students an opportunity of using their knowledge and skills in recognizing situations which offer business opportunities. It concentrates on how ideas can be developed into opportunities not just from the perspective of developing new businesses but also from the perspective of promoting new ideas within the established organizations. The course also helps students in understanding the support system, incentives, policies and programmes available for entrepreneurial development in India. The main aim of this course is to enable students to obtain a critical and practical understanding of the various aspects of entrepreneurship with respect to SMEs.

**Text Books**

8. Barringer, Entrepreneurship: Successfully Launching New Ventures (2008), Pearson Education Publishing.

**Reference Books**

2. Hisrich & Peters, Entrepreneurship in the New Millennium (2010), TMH Publication.

3. Morris Michael H. Kuratko, Donald F. &Covin Jeffrey G. Entrepreneurship and Innovation in Corporations (2008), Cengage Learning.
4. Desai Vasant, Fundamentals of Entrepreneurship and Small Business Management, (2009), Himalaya Publishing House

## Course Content

### Unit I: Course overview and introduction to entrepreneurial management.

**7 lecture hours**

Meaning-importance and relevance of entrepreneurship- role of entrepreneurship in economic development- impact of entrepreneurial firm's on society-Nature and characteristics of entrepreneurship and entrepreneur, why become an entrepreneur-Characteristics of successful entrepreneurs, myths about entrepreneurs/ entrepreneurship-Understanding details of entrepreneurship process, approaches to entrepreneurship-Macro vs. micro view of entrepreneurial school of thoughts-Developing entrepreneurial mindset and motivation, models of entrepreneurial motivation-Scope of entrepreneurship and entrepreneurial career.

### Unit II:Evaluating new venture opportunities

**10 lecture hours**

Idea versus opportunity- sources of ideas and the idea generation process-Idea generation process-Understanding environmental trends suggesting business or product opportunity gaps and Problem-Idea generation techniques-Encouraging and protecting new ideas-Opportunity recognition process and selection of opportunities-Sources of opportunities-Details of feasibility analysis: product feasibility, market feasibility-Organizational and financial feasibility analysis, role of feasibility analysis in developing successful business ideas-Understanding industry analysis and its relevance in a new firm, using five forces model to pose questions to determine potential success of a new venture.

### Unit III:Opportunity analysis & building business models**6 lecture hours**

Growing with opportunities: concept of business model and its importance, components of an effective business model-The business plan and its components, writing an effective business plan.

### Unit IV: Starting and Managing Growth of a new business venture **13 lecture hours**

The new venture team, qualities of founder/ founders, recruiting and selecting employees-Different types of business ownership structures, choosing a right form of business organization-Why most new ventures need funding, sources of personal financing-Preparation for debt or equity financing, sources of equity and debt financing-Key marketing issues for new ventures: marketing mix for a new venture, segmentation, targeting and positioning for a new venture firm-Dealing with the legal issues of a new venture creation, IPR and related issues-Dealing with the legal issues of a new venture creation, IPR and related issues Preparing for the challenges for growth, the entrepreneurial culture vs. administrative culture to manage growth-Basic model of firm



growth, attributes of a successful growing firm, a venture's typical life cycle - Understanding Internal vs. External growth strategies, Internal growth strategies: new product development, international expansion-External growth strategies: mergers and acquisitions, licensing-Strategic alliances & Joint Ventures and Franchising.

## **Unit V: SMEs Support System and Regulatory Framework/Mechanisms for Entrepreneurs.**

**4lecture hours**

Government Policies & Programmes for entrepreneurs, Incentives, Schemes and other support system available to entrepreneurs in India, Role of various national, state, and district level agencies/organizations assisting entrepreneurs in India.

Course name -Marketing for SMEs

Course Code-MBSM6004

### **Catalog Description**

SMEs are important to almost all economies in the world, but especially to countries with major income discrepancies between the rich and the poor, and with a perennial problem of unemployment. On what we may call the "static" front, SMEs contribute to output by participating in the mainstream economy and to the creation of some "decent" jobs especially to the few that runs the SMEs. All that information, coupled together will make SMEs the biggest employer and can close the inequality between the rich and the poor.

On the other hand SMEs are a nursery for the larger firms of the future - more and more large firms started as SMEs before there grew large. It is therefore with this regard that SMEs are the next and important step up for expanding micro enterprises; they contribute directly and often significantly to aggregate savings and investment for any nation, and they are involved in the development of appropriate technology also. With increasing competition within the SMEs new solutions will be brought forth across different sectors. There is apparent mismatch between the need for marketing activities to sustain and grow these companies in a competitive business environment (i.e. relevance of marketing) and the actual marketing efforts used by these organisations (i.e. role played by marketing). Effective marketing is required for the growth of SME's.

### **Text Books**

1. Marketing for Entrepreneurs and SMEs :A Global Perspective, Maja Konečnik Ruzzier, Mitja Ruzzier, and Robert D. Hisrich, Edward Elgar publishing, 2013.
2. Entrepreneurial Marketing for SMEs, Cacciolatti, Luca, Lee, Soo Hee, Palgrave macmillan UK, 2016.
3. Marketing Issues in SMEs: Cases from India, 1e Paperback – 2012, Pandey and Singh , Pearson.
4. The Ultimate Small Business Marketing Book, Dee Blick, Filament Publishing Limited, 2014.

### **Reference Books**



**1** The 1-Page Marketing Plan: Get New Customers, Make More Money, And Stand Out From The Crowd, Allan Dib, Kindle Edition, 2016.

**2** Selling the Invisible: A Field Guide to Modern Marketing, Harry Beckwith, Orion Business, 1999.

**3** Millionaire Marketing on a Shoestring Budget: How to Attract a Steady Stream of Happy Clients, Make More Money and Live Your Dream, Debra Jason, Aviva Publishing New York, 2015.

**4** Launch: An Internet Millionaire's Secret Formula To Sell Almost Anything Online, Build A Business You Love, And Live The Life Of Your Dreams, Jeff Walker, Kindle Edition, published June by Morgan James Publishing, 2014.

## Course Content

### **Unit I: Understanding Marketing for SME'S**      **6 lecture hours**

Understanding marketing for SME and challenges faced- Trends in Indian SME sector- Trends and challenges for SME marketing in 21st century.

### **Unit II: Understanding the Market and Consumers**      **12 lecture hours**

Analysing the marketing environment-Conducting market research+B69- Customer Values- Customer Satisfaction- Customer Loyalty- Customer Acquisition Costs- e-CRM- Unique selling Propositions- Marketing Plans- Developing new products and service-, Product development strategies and stages of product development and product

### **Unit III: Developing an Approach to Strategic Marketing**      **7 lecture hours**

Target Marketing- Segmentation, Targeting and Positioning- Design relevant branding strategies-Loyalty programs to grow customer bases- SME: a "4Ps" self-branding model- Marketing Strategies for SME's in India.

### **Unit IV: Responsibility Accounting**      **8 lecture hours**

Identify the factors affecting pricing in SME's- Develop promotional strategies-Analyse the process of bundling and packaging products and services-Designing marketing channels in SME's - Develop competitive distribution channels- Marketing communication in SME's.

### **Unit V: Government initiatives for marketing of SME's**      **7lecture hours**

Role of government in enhancing SME's competitiveness- Government initiatives for SME's Marketing- Cases on SME's.

## Catalog Description

As the language of business, accounting provides terminology, frameworks, and concepts to record, analyze and understand the financial consequences of business activities. Realizing the significance of financial accounting, this course is designed to facilitate better understanding of the fundamentals of financial accounting. It would comprise of conceptual framework of accounting, accounting principles and preparation of main accounting books i.e. journal and ledger as well as final accounts. Besides this, it would also cover depreciation accounting. It also focuses on understanding both the uses and the limitation of financial accounting.

### Text Books

9. S.P. Jain and K.L. Narang, Advanced Accounting, Kalyani Publishers New Delhi
10. M.Y. Khan & R.K. Jain "Financial Management Text & Problems" Tata McGraw

- ### Reference Books
5. P.C. Tulsian, Financial Accounting, Tata McGraw Hill, New Delhi
  6. An Introduction to Accountancy, Maheshwari, S.N. and Maheshwari, S. K., Vikas Publishing House, 8th Edition
  7. S.C. Kuchhal, Financial Management, Vikas Publishing House
  8. Khatri, P.V. & Verma S. Management Accounting 2011, Global Vision Publishing House

### Course Content

#### **Unit I: Introduction to Micro, Small and Medium Enterprise** **5 lecture hours**

Introduction of micro, small and medium enterprises, structure of MSME in India, Determination of the nature of the business unit : Micro, Small and Medium enterprise, role of government to assist MSME,.

#### **Unit II: Consignment and Joint Venture accounting** **10 lecture hours**

- (i) Consignments: Features, Accounts treatment in the books of the consignor and consignee.
- (ii) Joint Ventures: Accounting procedures: Joint Bank Account, Records Maintained by coventures of (a) all transactions (b) only his own transactions. (Memorandum joint venture account).
- (iii) Inland Branches: Dependent branches only and Ascertainment of Profit by Debtors method and Stock and Debtors method.

#### **Unit III: Depreciation Accounting and Hire purchase** **5 lecture hours**

Depreciation Accounting: Meaning of depreciation, causes, objects of providing depreciation, factors affecting depreciation, accounting treatment including provision for depreciation accounting. Methods of deprecation: straight line method and diminishing balance method. Accounting for Hire Purchase Transactions, Journal entries and ledger accounts in the books of Hire Vendors and Hire Purchaser for large value items including Default and repossession

#### **Unit IV: Financial Planning** **11 lecture hours**

Financial Planning, Estimation of Financial Requirements, Sources of Finance : Internal sources and External sources of Financing including Term Loans and Financial Accomodation from Financial Institutions, Venture Capital

#### **Unit V: Profit Planning** **9 lecture hours**

Factors Affecting Profits, Profit Planning: characteristics, advantages and limitation, Break Even Analysis, Profitability Ratios, Cash Flow Statement. Concept of Risk, Types of Risk, Risk mitigation Strategies

**Course Name** -Design and Change in SMEs

**Course Code** -MBSM 6006

### **Catalog Description**

Course is to impart the essence of organizational theory, structure and design for the purpose of relating such knowledge with the Small and Medium Enterprises (SMEs). It emphasizes on understanding and applying different aspects and associated issues of organizational structure and design with significant examples and ideas. The focus will be on interrelations of all the topics in order to create integrated knowledge and make effective managers; able to understand their organizational world and solve real world problems effectively. And also exposed to a number of organizational issues including, the need for change, why organizations change or fail to change, and how change helps organizations become more competitive and profitable with reference to SMEs. Students will be introduced to both historical and contemporary theories and methods of introducing change in organizations, leading change. We explore various methods for change, the process steps for changing an organization and different analytical methods associated with assessing, planning, managing and measuring change.

### **Text Books**

1. Understanding the theory and Design of Organizations, 11<sup>th</sup> Edition by Richard Daft by Cengage Learning
2. Organizational Theory, Design and change, Text and Cases (2017), 7<sup>th</sup> Edition by Gareth R. Jones by Pearson Education
3. Organizational Change and Development: Dipak Kumar Bhattacharya, Oxford University Press, 2011.

### **Reference Books**

1. Organizational Theory, structure and Design Applications, 3<sup>rd</sup> Edition by Robbins and Mathew by Pearson Education
2. Organizational Change and Development Kavita Singh, 2013, Excel Books
3. Organizational Development and Change Thomas G. Cummings and Christopher G. Worley, 2002, 7e, Thompson learning- India

### **Course Content**

#### **Unit I: Introduction to Organizations and Organization Theory**

**7 lecture hours**

Organization theory in action, What is an organization?, Perspectives on organizations: System View of an Organization; Types of Organizational Structure and Systems, Open System Approach to an Organization; Socio-Technical System Thinking and organizational configuration, Dimensions of organization design: structural and conceptual, The evolution of organization theory and design.

#### **Unit II: Dimensions of Organizational Design** 7 lecture hours

Specialization (Division of Labor), Integration & Coordination, Centralization and Decentralization, Formalization, Standardization, Hierarchy of authority & Span of Control, Mechanistic & Organic structures

**Unit III: Introduction of Strategy and Organizational Design 7 lecture hours**

Porter's Competitive strategies, Mile's and Snow's strategy Typology, Types of Strategy and corresponding Organization design and structure: Functional, business, corporate, Global expansion, Various approaches of effectiveness.

**Unit IV: Introduction to Organizational Change 9 lecture hours**

Meaning and Importance of Organizational Change, Need for Organizational Change, Types of Change - Planned vs. Emergent, Developmental, Transitional & Transformational Key elements for Success in Organizational Change; Challenges in Implementing Organizational Change in SMEs, Business Process Re-engineering and Change, Process of Change; Features of Organizational Change, Kurt Lewin's Force Field Analysis - Resistance to Change, Overcoming Resistance to Change, Kurt Lewin's Three Stage Process of Change, Organizational change in SMEs.

**Unit V: Organizational Development, Diagnosis and OD intervention for SMEs 10 lecture hours**

Definition & Concept of OD; OD as Action Research Process, Evolution of OD, Characteristics of OD, Steps in OD; OD in different organizations; Important Triggers for OD, Objective of Organizational Diagnosis; The Diagnostic Cycle, Different forms of Organizational Diagnosis; Use of Interviews as a diagnostic Tools, Observational Methods of Diagnosis, Questionnaire Development for Organizational Diagnosis, Overview to OD Intervention and Strategies in SMEs; Features of OD Interventions, Planning & Design of Interventions

**Venture Capital Financing for MSMEs (MBA)**

**Course Code -MBSM6003**

**Catalog Description**

The course is focused on the analysis of private equity & venture capital business in the perspective of financial intermediaries dedicated to scouting, advisory, arranging and financing activities. Particular attention is given to provide students with a deep understanding of the mechanism underpinning the creation or the development of a firm and the financial sustain coming from the financial system. As a consequence of that the course is divided in to three main sections: market and competition; regulatory and legal issues; management of a private equity & a venture capital fund or deal making. The presentations of a real-world case studies will further enhance the link with the best practices observable in the market.

**Text Books**

1. S. CASELLI, Private Equity and Venture Capital in Europe, Elsevier, New York, 2010.

**Reference Books**

1. Private Equity and Venture Capital Hardcover – 1 Dec 2010 by Anup Malhotra (Author)
2. The Masters of Private Equity and Venture Capital ( Robert A. Finkel, David Greising) Publisher: Tata McGraw - Hill Education, ISBN: 9780071624602, 0071624600, Edition: 2009

## Course Content

### **Unit I: Private Equity & Venture Capital in the financial system. 8 lecture hours**

Introduction to Private Equity and Venture Capital, Angel investing, Reading: Venture Capital or Private Equity, The Asian Experience, Designing a Capital Structure for LBO  
Case Study: North Village Capital Private Equity Raising Private Equity Reading: The Guide to Private Equity Fund raising  
Case: Gobi Partners: 2004

### **Unit II: Valuation and Financing 8 lecture hours**

Private Company Valuation, The special role of private equity & venture capital industry: why are they necessary in a modern economy, Market trends in Europe and in US, Competitive models of private equity & venture capital: angels and informal investors; incubators; start-up financier; closed-end funds; merchant banks; vulture funds, Relationship between banking system and private equity & venture capital industry.  
Case: Flipkart: Valuing a Venture Capital Funded Startup Case: Bluntly Media: A

### **Unit III: Regulatory and Legal Issues 8 lecture hours**

Case: Term Sheet Negotiation for Trendsetter Inc. Transaction Structuring regulations and supervision towards investing in non financial firms, The constitution of a venture capital company, The constitution of a private equity fund, Legal issues for venture capital investment schemes: European versus US and UK patterns, Fiscal issues for venture capital investment schemes: European versus US and UK patterns.

### **Unit IV: Management of Private Equity and a Venture Capital Fund. 8 lecture hours**

Introduction to different categories of investment: new ventures, start up, young firms, high potential firms, family owned firms and turnaround involved companies, The value chain of investing in firms: a broad vision, The valuation of the target company: how to evaluate and how to manage the deal, Management issues: managing the single investment, funding process, managing the portfolio of investments, exit way process

### **Unit V: Financing for MSMEs 8 lecture hours**

Fund Exits, Institutional Support Mechanism: SIDO, SIDBI, NSIC, SISI, Commodity Boards, State Directorate of Industries, SIDC'S, SFC, District Industries Centre. MUDRA Bank, Institutional Support Schemes: Role of RBI, RBI Guidelines to commercial banks, lending by Commercial and Development Banks, Equity Fund Scheme, Credit Guarantee Scheme