

MADHAV INSTITUTE OF TECHNOLOGY & SCIENCE, GWALIOR
 (A Govt. Aided UGC Autonomous Institute & NAAC Accredited Institute Affiliated to RGPV, Bhopal, MP and Jiwaji University, Gwalior, MP)
Department of Management

COURSE SCHEME & SYLLABUS
FOR
MASTER OF BUSINESS ADMINISTRATION (MBA) PROGRAM
(Effective from Session 2020-21)

Programme Outline

1. MBA program is of two years duration divided into four semesters.
2. The program consists of **eighteen core courses** along with **nine program electives**, **minor and major internship/project/real world business problem having credits and three mandatory audit courses (MAC) which are non-credit courses.**
3. Total number of credits in each semester are as follows:
 Semester I - 26
 Semester II - 24
 Semester III - 24
 Semester IV - 21
4. In first three semesters, students will have to pass one Mandatory Audit Course apart from the core and program electives. Department will conduct lectures in blended mode for MAC & provide mentors and on the basis of continuous evaluation marks provided by the department, Examination Cell will provide grades for the course which will add a value to the awarded degree.
5. At the end of the II Semester, the student will undergo Summer Internship/Minor Project of six weeks duration in a professional organization. After completion of the Summer Internship/Minor Project, the student will present a report and face a viva-voce for evaluation in III Semester.
6. **In III Semester**, each student has to opt for any **four electives from one elective group and two electives from any other elective group** from the following functional areas:
 - a) Human Resource Management
 - b) Marketing
 - c) Operations
 - d) Finance
7. **In IV semester**, students will choose three electives, **two from first elective group and one from second elective group** from their opted groups.
8. While choosing electives, students will be mentored and they will fill a form with their final electives well in advance before the starting of III Sem.
9. At the end of the fourth semester, there will be full time Internship/ Major Project based on business research in connection with any reputed organization along with group electives which will be taught through MOOCs.
10. The students will be evaluated on the basis of Mid Semester Exams, Quiz and Assignments (Case Studies, Presentations) which will carry 40% weightage and End Semester Examination which will carry 60% weightage. In the case of MOOCs, the students will be evaluated on the basis of End Exam (75% weightage) and assignment (25% weightage).

Navali

Deepak

Shruti

Pranav

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Master of Business Administration (MBA) – I Semester
Scheme of Evaluation w.e.f. Batch Admitted in July 2020

S.No.	Subject Code	Subject Name	Maximum Marks Allotted					Total Marks	Contact Hours per week			Total Credits
			Theory			Project/Internship/Field Work/Self Learning			L	T	P	
			End Sem	Mid Sem	Quiz/Assignment	Internal	External					
1.	700111	Management Functions and Behaviour	60	20	20	-	-	100	3	-	-	3
2.	700112	Teamwork, Leadership and Corporate Finance	60	20	20	-	-	100	3	-	-	3
3.	700113	Business, Government, Society and International Economy	60	20	20	-	-	100	3	-	-	3
4.	700114	Managerial Communication	60	20	20	-	-	100	2	-	1	3
5.	700115	Microeconomics	60	20	20	-	-	100	3	-	-	3
6.	700116	Marketing Management	60	20	20	-	-	100	3	-	-	3
7.	700117	Managing People and Performance in Organizations	60	20	20	-	-	100	3	-	-	3
8.	700118	Financial & Management Accounting and Control	60	20	20	-	-	100	3	-	-	3
9.	700119	Self-learning/Presentation (through SWAYAM/NPTEL /MOOC or Interdisciplinary course from other institutions and platforms)	-	-	-	100	-	100	-	-	2	2
10.		Corporate Governance & Ethics (Audit Course)	-	-	-	-	-	-	-	-	-	-
11.		Computer & Information Technology in Business Management (Audit Course)	-	-	-	-	-	-	-	-	-	-
Total			480	160	160	100	-	900	23	-	3	26

*L: Lecture T: Theory P: Practical

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
Master of Business Administration (MBA) – II Semester
Scheme of Evaluation w.e.f. Batch Admitted in July 2020

S.No.	Subject Code	Subject Name	Maximum Marks Allotted					Total Marks	Contact Hours per week			Total Credits
			Theory			Internship/Field Work/Project/Self-Learning			L	T	P	
			End Sem	Mid Sem	Quiz+ Assignment	Internal	External					
1.	700211	Organizational Behavior	60	20	20	-	-	100	3	-	-	3
2.	700212	Operations Management	60	20	20	-	-	100	3	-	-	3
3.	700213	Financial Management	60	20	20	-	-	100	3	-	-	3
4.	700214	Research Methodology & Statistics	60	20	20	-	-	100	3	-	-	3
5.	700215	Entrepreneurship & Innovation	60	20	20	-	-	100	3	-	-	3
6.	700216	Legal Aspects of Business	60	20	20	-	-	100	3	-	-	3
7.	700217	International Business Management	60	20	20	-	-	100	3	-	-	3
8.	700218	Business, Environment and Sustainability	60	20	20	-	-	100	3	-	-	3
Total			480	160	160	-	-	800	24	-	-	24
9.	MC0201	Digital Business>(*MAC)	-	-	50	50	(PPT, Case study/Project)	100	2	-	-	-

*MAC: Mandatory Audit Course will be compulsory to pass which will be a mandate to award the final degree. On the basis of continuous assessment and on recommendation of Department with final grades/marks, Examination cell will issue a certificate for this course.

45-60 Days Internship/Project in any Organization or Industry in summer break just after II semester. Evaluation will be done in III semester by Viva Voice, Presentation with Report Submission and Certification.




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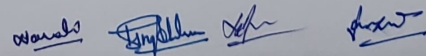
Department of Management

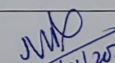
Master of Business Administration (MBA) – III Semester

Scheme of Evaluation w.e.f. Batch Admitted in July 2020

S. No.	Subject Code	Subject Name	Maximum Marks Allotted					Total Marks	Contact Hours per week			Total Credits	Mode of Teaching (Offline/ Online)	Mode of Exam.
			Theory Slot			Practical Slot			L	T	P			
			End Term Evaluation	Continuous Evaluation		Continuous Evaluation								
			End Sem. Exam	Mid Sem. Exam.	Quiz/Assignment /Presentation	Internal	External							
1.	700311	Strategic Management	60	20	20	-	-	100	3	-	-	3	Blended (2/1)	PP
2.	MB0....	Specialization Elective-1	60	20	20	-	-	100	3	-	-	3	Blended (2/1)	PP
3.	MB0....	Specialization Elective-2	60	20	20	-	-	100	3	-	-	3	Blended (2/1)	PP
4.	MB0....	Specialization Elective-3	60	20	20	-	-	100	3	-	-	3	Blended (2/1)	PP
5.	MB0....	Specialization Elective-4	60	20	20	-	-	100	3	-	-	3	Blended (2/1)	PP
6.	MB0....	Specialization Elective-5	60	20	20	-	-	100	3	-	-	3	Blended (2/1)	PP
7.	MB0....	Specialization Elective-6	60	20	20	-	-	100	3	-	-	3	Blended (2/1)	PP
8.	700318	Summer Internship/Minor Project	-	-	-	50	50	100	-	-	3	3	-	-
Total			420	140	140	50	50	800	21	-	3	24	-	-
9.	MC0301	Data Analytics in Business(*MAC)	30	10	10	50	-	100	2	-	-	-	Blended (1/1)	MCQ

*MAC: Mandatory Audit Course will be compulsory to pass which will be a mandate to award the final degree. On the basis of continuous assessment (PPT/Case study/Project) and on recommendation of the Department, the Examination cell will provide the final grades for this course.




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Master of Business Administration (MBA) – IV Semester
Scheme of Evaluation w.e.f. Batch Admitted in July 2020

S. No.	Subject Code	Subject Name	Maximum Marks Allotted					Total Marks	Contact Hours per week			Total Credits	Mode of Teaching (Offline/Online)	Mode of Exam.
			MOOCs			Practical Slot			L	T	P			
			End Term Evaluation	Continuous Evaluation		Continuous Evaluation								
			End Exam	Mid Sem. Exam.	Assignment	Internal	External							
1.	MB0....	Specialization Elective 7 (Through MOOCs/Online Mode) ⁵	75	-	25	-	-	100	3	-	-	3	Online (0/3)	PP
2.	MB0....	Specialization Elective 8 (Through MOOCs/Online Mode) ⁵	75	-	25	-	-	100	3	-	-	3	Online (0/3)	PP
3.	MB0....	Specialization Elective 9 (Through MOOCs/Online Mode) ⁵	75	-	25	-	-	100	3	-	-	3	Online (0/3)	PP
4.	700414	** Internship/ Major Project	-	-	-	200	200	400	-	-	12	12	-	-
Total			225	-	75	200	200	700	9	-	12	21		-

⁵ For MOOCs, students must register on NPTEL/SWYAM or any other online portals available for specialized subjects. In case of non-availability of MOOCs for specialized subjects, faculty will develop their own MOOCs. For each MOOC, faculty will be mentoring.

**Students can get attached with any reputed organization for Major Project or to work upon any real time Business problem. Students can go for internship for full semester or can join company early as intern after placement

Nanda Singh Jha Jha

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List of Specialization Electives for MBA Program

Elective Groups	
Elective Group 1 (Human Resource Management)	
MB0111: Strategic HRM MB0112: Talent and Competency Management MB0113: Industrial Relations & Labour Laws MB0114: e-HRM	MB0115: Managing Change in Organization MB0116: Leadership & Team Effectiveness MB0117: Emerging Areas in HRM MB0118: International Human Resource Management
Elective Group 2 (Marketing)	
MB0221: Consumer Behavior MB0222: Service Marketing MB0223: Sales & Distribution Management MB0224: Advertising & Promotion Management	MB0225: Product & Brand Management MB0226: Global Marketing Management MB0227: Retail Management MB0228: Digital Marketing
Elective Group 3 (Operations)	
MB0331: Total Quality Management MB0332: Project Management MB0333: Production Planning and Control MB0334: Services Operation Management	MB0335: Analytics for Supply Chain Management MB0336: Management of Inventory System MB0337: Operations Strategy MB0338: Productivity Management
Elective Group 4 (Finance)	
MB0441: Investment & Portfolio Management MB0442: Financial Services MB0443: Working Capital Management MB0444: Corporate Tax Planning & Management	MB0445: Financial Institutions & Markets MB0446: Financial Statement Analysis & Reporting MB0447: Cost Accounting MB0448: Corporate Finance

Naresh

Deepika

AK

Sanu



Course Outline of Core Subjects

S.No	Subject Code	Subject Name	Maximum Marks Allotment					Total Marks	Contact / week			Total Credits
			Theory Block			Practical Block			L	T	P	
1	700111	Management Functions and Behaviour	End Sem	Mid Sem	Quiz & Assignment	End Sem	Lab Work/ sessional	100	3	0	0	3
			60	20	20							

Course Objective: This course is to acquaint the students with the basic nature of management, its process, tasks and responsibilities of a professional manager as well as organizational behavioral dynamics governing an organization.

Unit 1

Introduction: Meaning and nature of management; Management systems and processes; Tasks and responsibilities of a professional manager; Managerial skills.

Unit 2

Planning & Control: Concepts, Process and types, Decision Making Concepts and process, Organizational context of decisions; Management by objectives. Corporate planning, Environment Analysis and Diagnosis & Strategy Formulation.

Unit 3

Organization Structure and Processes: Organizational climate, culture and managerial ethos; Organizational structure and design; Centralization and decentralization; Delegation and inter-department coordination; Planning process; Controlling.

Unit 4

Behavioural Dynamics: Individual determinants of organization behaviour: perceptions, learning, personality, attitudes and values, motivation; Job anxiety and stress.

Unit 5

Motivation in the context of personality, sources of motivation. Motivation and performance, performance motivation, aspirations, work satisfaction. Specific theories of motivation, stimulation tools, motivation program in organization.

Course outcomes: After successful completion of this course students will be able to:

CO1: Apply basic concepts of management, management theories, and ethics in business and social responsibility of business.

CO2: Identify role of planning and decision making in managing business situations.

CO3: Describe the barriers to individual decision-making and common styles of decision-making.

CO4: Application of staffing concepts and utilizing human resources effectively

CO5: Evaluate the concept of direction and motivation in managing human resources

CO6: Develop various organizational decision making strategies.

Suggested Text & Reference Books:

1. Stoner, Freeman, & Gilbert, Jr. 6th Edition. Management. Prentice Hall of India. 2008
2. Harold, K. & Heinz, W. Essentials of Management. 5th Edition. Tata McGraw Hill. 2009
3. Robbins & Coulter. Management. 9th Edition. Prentice Hall of India. 2007
4. Robbins, S. P., & Decenzo, D. A. Fundamentals of Management: Essential Concepts and Applications. 6th Edition. Pearson Education. 2007
5. Wehrich Heinz and Koontz Harold - Management: A Global and Entrepreneurial Perspective McGraw Hill, 12th Edition. 2008

S.No	Subject Code	Subject Name	Maximum Marks Allotment					Total Marks	Contact / week			Total Credits
			Theory Block			Practical Block			L	T	P	
2	700112	Teamwork, Leadership and Corporate Finance	End Sem	Mid Sem	Quiz & Assignment	End Sem	Lab Work/ sessional	100	3	0	0	3
			60	20	20							

Course Objective: This course seeks to develop and strengthen interpersonal leadership and teamwork skills. This course will develop conceptual background for corporate financial analysis from the point of corporate value creation.

Unit 1

Leadership concept and components, theories of leadership (development and the present situation). Personal characteristics that support effective leadership. Leader and values. The significance of self-knowledge for the role of leader (identity and integrity of leader).

Unit 2

Emotions and self-management, emotional intelligence and its significance in the role of leader. Handling emotions and stress. Competency and behaviour approaches to leadership. Model of four competencies for leadership. The contingency theory of leadership; situational leadership I and II. Transactional and transformational leadership. Models of well balanced and authentic leadership.

Unit 3

Team Work: Formation of Groups in organizations and their Influence, Group dynamics, Group decision making techniques. Importance of Team Work. Evolution of Team from Group: development stages, Advantages and disadvantages of teamwork. Determining Role in a team. General concepts and success factors to generate confidence in work teams: interpersonal relation, communication, support, respect, justice, predictable behaviour, competencies and controlling.

Unit 4

Finance Corporate, the Foundations for Proper Financial Analysis of the Firm. The advantages of corporate firm over the sole traders and partnerships. The life-cycle of the corporation at the capital market: funds raising, investing and benchmarks, returning money to investors at the capital market.

Unit 5

The functions of corporate financial manager, the role of capital market in explaining corporate performance: main assumptions. The consumption choice and the first Fisher separation theorem. No arbitrage rule and the principle of tracking (replicating) portfolio. Net present value rule of corporate analysis. The sources of NPV. The second Fisher separation theorem.

Course outcomes: After successful completion of this course students will be able to:

CO1: Learn to integrate effective Leadership strategies

CO2: Create a collaborative work culture, Practice conflict management

CO3: Apply analytical ability to influence investment in the capital market.

CO4: Analyze financial aspects of corporate finance.

CO5: Evaluate common techniques used to build effective teams.

CO6: Enhance an understanding of team work, leadership and motivation.

Suggested Text & Reference Books:

1. Geetika, Ghosh P., Choudhary R. P. Managerial Economics. Tata McGraw Hill Publication.
2. Petersen, C. Managerial Economics. Pearson Education
3. Dominick Salvatore, RavikeshSrivastava, Managerial Economics
4. Dornbusch, R. and Fischer, S. Macro Economics.. Tata McGraw Hill Publication.
5. Thomas, R. C., Maurice, C. S., &Sarkar, S. Managerial Economics. Tata McGraw Hill Publication.
6. Dwevedi, D. N. Principles of Economics. Vikas Publication.
7. Patnaik, P. Macro Economics. Oxford University Press,
8. Rangarajan C. &Dholakia B.H. Principles of Macroeconomics. Tata McGraw Hill Publication.

S.No	Subject Code	Subject Name	Maximum Marks Allotment					Total Marks	Contact / week			Total Credits
			Theory Block			Practical Block			L	T	P	
3	700113	Business, Government, Society and International Economy	End Sem	Mid Sem	Quiz & Assignment	End Sem	Lab Work/ sessional	100	3	0	0	3
			60	20	20							

Course Objective: The objective of this course is to examine the political, regulatory, societal, Cultural and natural factors that shape business' nonmarket environment. Business enterprises function in both a market and a nonmarket environment.

This course seeks to equip students with a basic understanding of theories of international trade. It also provides an introduction to trade policy issues and to the role of the WTO.

Unit 1

Political Economy: Relationship among Business, Government and Society(BGS): Importance of Business, Government and Society to Managers ; Models of BGS relationships, Political economy- Capitalism and Socialism .Business – Power dimensions of Business – Theoretical perspective – Sociological perspective

Unit 2

Public Policies: Market failures and Government policy; The role of public policies in governing business, Government and public policy, classification of public policy, areas of public policy, need for public policy in business, levels of public policy, elements of public policy, the corporation and public policy, business and politics- levels of involvement, business, government, society and media relationship.

Unit 3

Environmental concerns and corporations: History of environmentalism, environmental preservation-role of stakeholders, international issues, sustainable development, costs and benefits of environmental regulation, role of corporate in environmental management, waste management and pollution control, key strategies for prevention of pollution, environmental audit, Laws governing environment

Unit 4

Social Responsibility to Shared Value into Social Progress: Types and nature of social responsibilities, CSR principles and strategies, models of CSR, Best practices of CSR, Need of CSR, Arguments for and against CSR, CSR Indian perspective; movement from CSR to shared value.

Unit 5

International Economy: Theories of International trade: Theories of absolute advantage; Comparative Advantage and Opportunity Costs, Heckscher Ohlin Theory of Trade (Factor Price Equalization, Stolper-Samuelson theory); Empirical evidence on Heckscher – Ohlin Theory. General equilibrium model of trade: Offer curve, Terms of trade; Trade and welfare; Immiserizing growth; Policy analysis in the standard trade model. Theory of Tariff and Non-tariff Barriers:Modern trade theories: Imperfect competition and economies of scale; Intra-industry trade.Political economy of

Trade policy: Controversies in trade policy; Multilateral trading arrangements; Introduction to WTO and an overview of its functioning.

Course outcomes: After successful completion of this course students will be able to:

CO1: Identify the basic concepts in managerial economics relevant to consumer, producer and wealth owner.

CO2: Interpret the concepts and laws of demand and supply.

CO3: Apply production function and laws of production.

CO4: Relate the basic concepts, theories and laws of utility and indifference curve

CO5: Evaluate the various market structures and pricing strategies.

CO6: Enhance an understanding of team work, leadership and motivation.

Suggested Text & Reference Books:

1. Paul, Justin & Kapoor, Ramneek,(2008), International Marketing, McGraw Hill Companies
2. Hills, CharlesW.L.(2006) International Business, 6th edition, Irwin McGraw Hill
3. Cherunilam, International Marketing, TaTa McGraw Hill
4. Paul, Justin (2009), International Business, PHI Private Ltd.

S.No	Subject Code	Subject Name	Maximum Marks Allotment					Total Marks	Contact / week			Total Credits
			Theory Block			Practical Block			L	T	P	
4	700114	Managerial Communications	End Sem	Mid Sem	Quiz & Assignment	End Sem	Lab Work/ sessional	100	3	0	0	3
			60	20	20							

Course Objective: This course is designed to develop within the student the writing and speaking skills essential to effective managerial communication.

Unit 1

Introduction: Meaning & Definition, Role, Classification – Purpose of communication – Communication Process – Characteristics of successful communication – Importance of communication in management – Communication structure in organization –

Unit 2

Written Communication: Purpose of writing – Clarity in writing – Principles of effective writing – Approaching the writing process systematically: The 3X3 writing process for business communication:

Unit 3

Oral Communication: Meaning – Principles of successful oral communication – Barriers to communication – Conversation control – Reflection and Empathy: two sides of effective oral communication. Modes of Oral Communication – Listening as a Communication Skill, Nonverbal communication.

Unit 4

Business Letters and Reports: Introduction to business letters – Types of Business Letters – Writing routine, Writing Reports: Purpose, Kinds and Objectives of reports – Organization & Preparing reports, short and long reports Writing Proposals: Structure & preparation – Writing memos Media Management: The press release – Press conference – Media interviews; Group Communication: Meetings – Planning meetings – objectives – participants – timing – venue of meetings. Meeting Documentation: Notice, Agenda, and Resolution & Minutes

Unit 5

Employment communication: Introduction – Composing Application Messages – Writing CVs – Group discussions – Interview skills Impact of Technological Advancement on Business Communication– Technology-enabled Communication–Communication networks– Intranet–Internet–E-mails–SMS–teleconferencing – videoconferencing.

Note: Course Instructors are free to set their own cases or use cases from Harvard /Case centre.

Course Outcomes: After successful completion of this course, students would be able to:

CO1: Define the concept, process and barriers of corporate communication

CO2: Describe verbal communication with its implications

CO3: Apply the concept of Non-Verbal Communication

CO4: Analyse the concept of Interpersonal communication

CO5: Evaluate cross-cultural communication and its implication while interacting with foreign clients

CO6: Create the concept of Media management and Business negotiation

Suggested Text and Reference Books:

1. Essentials of Business Communication, Mary Ellen Guffey, South-Western Educational
2. Business Communication AshaKaul Prentice Hall of India
3. M.K. Sehgal& V. Khetrapal - Business Communication (Excel Books).
4. Rajendra Pal - Business Communication (Sultanchand& Sons Publication)
5. P.D., Chaturvedi - Business Communication (Pearson Education, 1st Edition 2006).
6. Communication for Business (Pearson Education, 4th Edition)

S.No	Subject Code	Subject Name	Maximum Marks Allotment					Total Marks	Contact / week			Total Credits
			Theory Block			Practical Block			L	T	P	
5	700115	Microeconomics	End Sem	Mid Sem	Quiz & Assignment	End Sem	Lab Work/ sessional	100	3	0	0	3
			60	20	20							

Course Objective:

To teach and develop skills in applying economic ideas to take decisions through strategies regarding Market Conditions, Pricing, and facing competition. Thus, forming the foundation for specializing in Marketing, Financial Markets, Inventory Management, Optimization in human resources

UNIT 1

Fundamentals of Economics and Theories of Firm: Basic Concepts of Economics - Economics as decision making tools- Goals of the firm and Alternate Theories of Firm.

UNIT 2

Demand Analysis: Force of Demand – Types of Demand - Demand Function - Force of Supply – Supply Function – Demand and Supply Equilibrium, Demand Elasticity Measurements: Price Elasticity – Income Elasticity – Cross-elasticity – Advertising Elasticity – Supply Elasticity. Demand Estimation and Forecasting: Survey / qualitative and Statistical / quantitative Methods.

UNIT 3

Cost and Revenue Analysis: Types of Costs – Short run and Long run cost and output relationship– Economies of Scale and Competitive Strategy – Economies of Scope – Sources of Economies of Scale and Scope – Estimation of Cost function – Revenue and Break-Even Analysis

UNIT 4

Production Analysis: Factors of production or inputs – Production Function – Types: Returns to an Input – Isoquants and Iso-costs - Returns to Scale – Estimation of Production function.

UNIT 5

Competing Within Market& Pricing Strategy: Perfect Competition – Monopoly - Oligopoly - Game Theory and Competitive Strategy - Regulation, Public Goods, and Benefit-Cost Analysis

Pricing Strategy: Pricing Practices and Strategies - Advanced Topics in Pricing Theory: peak-Load pricing, Pricing over Life cycle of Product, Public Utility Rate Regulation Multiproduct pricing, Transfer pricing - General considerations in Pricing and Price Forecasting.

Course Outcomes: After successful completion of this course, students would be able to:

CO1: Define the economic basis for business characteristics and market imperfections.

CO2: Describe Differentiate between consumer behaviour and market behaviour.

CO3: Apply concept of costing, pricing and its relation with demand and supply.

CO4: Analyze sustainability of different markets.

CO5: Evaluate techniques in competitive strategy in different markets.

CO6: Create different pricing strategies

Suggested Text & Reference Books:

1. William J. Baumol, Alan S. Blinder, (2016), Micro Economics – Principles and policy, 13th edition, CengageLearnings.
2. Koutsoyiannis, (2010), Modern Micro Economics, International edition, Macmillan Publication.
3. Besanko. D et al, (2013), Economics of Strategy, 6th edition, Wiley India Edition.

S.No	Subject Code	Subject Name	Maximum Marks Allotment					Total Marks	Contact / week			Total Credits
			Theory Block			Practical Block			L	T	P	
6	700116	Marketing Management	End Sem	Mid Sem	Quiz & Assignment	End Sem	Lab Work/ sessional	100	3	0	0	3
			60	20	20							

Course objectives: Facilitates the students to gain necessary skills and knowledge on marketing fundamentals. Providing the opportunities to apply the learning related to customers, product and pricing to prepare marketing plan.

UNIT 1

Understanding the Marketing Management: Introduction to Marketing: Nature and Scope of Marketing, Marketing Concepts, Marketing Philosophies, Customer Value, Holistic Marketing, Emerging Trends in Marketing.

UNIT 2

Market Segmentation, Targeting and Positioning: Bases for segmenting a consumer market; Factors influencing selection of market segments; Criteria for effective market segmentation; Target market selection and strategies; Positioning – concept, bases and process.

UNIT 3

Product and Pricing Decisions: Product - concept and classification; Major product decisions; New product development; Packaging and labelling; Product -support services; Branding decisions; Product life cycle – concept and appropriate strategies to be adopted at different life cycle stages.

Pricing- Objectives, Factors affecting price of a product, Pricing policies and strategies. Ethical social and environmental concerns in product and pricing decisions.

UNIT 4

Promotion Decisions: Role of promotion in marketing; Promotion tools- their characteristics, relative merits and demerits; Integrated Marketing Communication – Concept; Communication process and promotion; Determining promotion mix; Personal selling- Types of selling, scientific selling process, Sales Planning, Organising and Control, Factors influencing promotion mix. Ethical, social and environmental concerns in promotion decisions.

UNIT 5

Distribution Decisions: Channels of distribution – concept and importance; Role of Channel intermediaries and their functions; Channel management; Distribution logistics – concept, importance and major logistics decisions; Channel integration and systems. Ethical, social and environmental concerns in distribution decisions
Retailing and Wholesaling: Types of retail formats; Retailing strategies; Non-Store retailing; Wholesaling- nature and importance, types of wholesalers.

Course outcomes: After successful completion of this course students will be able to:

CO1: Learn fundamental concepts of marketing management.

CO2: Classify the distribution system and functions of channel members.

CO3: Apply the promotion tools to generate and increase demand.

CO4: Analyze the concept of service marketing and its mix.

CO5: Evaluate various elements of marketing mix as well as their influence on functioning of an organization.

CO6: Select various evolving marketing concepts.

Suggested Text & Reference Books:

1. Kotler, P., Armstrong, G. & Agnihotri, P. (2018). Principles of Marketing. 17th Edition. Pearson Education.
2. Kotler, P. Marketing Management, Analysis Planning, Implementation and Control. 12th Edition. Pearson Education.
3. Kotler, P., & Keller, K. L. Marketing Management. 12th Edition. Pearson Education.
4. Ramaswamy, V. S., & Namakumari, S. Marketing Management: Planning, Implementation and Control: Global Perspective Indian Context. 6th Edition. McMillan Publication.
5. Czinkota & Kotabe. Marketing Management. 2nd Edition; Australia : Thomson Learning
6. Saxena, R. Marketing Management. 6th Edition. Tata McGraw-Hill Publication.

S.No	Subject Code	Subject Name	Maximum Marks Allotment					Total Marks	Contact / week			Total Credits
			Theory Block			Practical Block			L	T	P	
7	700117	Managing People and Performance in Organizatons	End Sem	Mid Sem	Quiz & Assignment	End Sem	Lab Work/ sessional	100	3	0	0	3
			60	20	20							

Course objective:

Providing current and emerging managers with a deeper insight into their crucial role in the management of people and with an understanding of current best practices in the field of human resources.

UNIT 1

Introduction to HRM: Meaning and Definition, Characteristics of HRM, Evolution of HRM, Organization and Policies of Personnel Department, Scope of HRM, Functions of HRM, Objectives of HRM, Qualities of HR Manager, Important Trends in HR Management.

UNIT 2

HR Planning, Recruitment and Selection: HR Planning, Job Analysis-Job description and job specification, Job Design, Recruitment & Selection process, Sources of Recruitment, Importance of careful selection, Types of Tests for selection, Interview- Methods of Selection, Placement & Induction.

UNIT 3

Performance Management and Training & Development: Performance Management System: Introduction, Identification of issues in performance appraisal, Uses of Performance Appraisal, Methods and limitations of Performance Appraisal, Performance Management, management, Talent Management. Training and Development: Objectives, Concepts and Needs, Training methods, Management development, Career planning and Succession Planning, Promotions, Transfer, Separation, VRS

UNIT 4

Wage and salary administration: Job Evaluation-Meaning, Definition and Methods, Basic Factors in Determining Pay Rates, Establishing Pay Rates, Competency-Based Pay, Money and Motivation factors

UNIT 5

Emerging Trends in People Management and Industrial Relations: HRIS (Human Resource Information System), E-HRM, Green HRM, HR Audit, Outsourcing and its HR Dimensions International HRM. Introduction of Industrial Relations & Management, Trade Unions, Problems and Measures to Strengthen Trade Unions, Occupational Health, Safety and Security, Causes for Industrial Disputes and Settlement

Course Outcomes: After completing the course a student will be able to:

- CO1: **Identify** the significance of the HR and their effective management in organizations.
- CO2: **Discuss** issues in managing ethical and technical issues of HR.
- CO3: **Apply** various techniques to forecast, plan and manage employee needs.
- CO4: **Demonstrate** competence in problem-solving in the area of HR Management
- CO5: **Classify** ways in which people might diagnose a business strategy.
- CO6: **Develop** innovative solutions to emerging problems in the fields of HRM

Suggested Readings:

1. Human Resource Management by Dessler, Gary, Publisher: Pearson Education Asia, New Delhi.
2. Human Resource Management by Aswthappa, Publisher: TMH, New Delhi
3. Human Resource Management-Text & Cases, by Rao, V.S.P, Publisher: Excel Books, New Delhi.

S.No	Subject Code	Subject Name	Maximum Marks Allotment					Total Marks	Contact / week			Total Credits
			Theory Block			Practical Block			L	T	P	
8	700118	Financial & Management Accounting and Control	End Sem	Mid Sem	Quiz & Assignment	End Sem	Lab Work/ sessional	100	3	0	0	3
			60	20	20	-	-					

Course objective: To acquaint students with Concepts of Financial, Cost and Management Accounting and their application in managerial decision making.

UNIT 1

Financial Accounting: An introduction; Meaning of financial Accounting; Accounting as an Information System; Importance, Scope and limitations of financial accounting. Accounting Concepts and Principles; Accounting Equation, Capital and Revenue items; Generally Accepted Accounting Principles, Accounting Standards, and International Financial Reporting Standards (IFRS).

UNIT 2

Accounting Process: Recording of Transactions in Primary Books, Special Purpose Subsidiary Books; Cash Book; General Journals; Posting to Ledger Accounts, Preparation of Trial Balance; Preparation of Financial Statements including Corporate Entities.

UNIT 3

Financial Management: Meaning, nature and scope of finance goal – profit vs. wealth maximization; Finance decisions – investment, financing and dividend decisions. Role of finance manager – Treasurer Vs. Controller. Agency conflict and agency cost.

UNIT 4

Sources of Finance: Long Term Sources of Finance: Equity, Debentures, Preference Shares, Long term loan, Private equity, Venture capital and Angel investor.

Short term Sources of Finance : Short term loan, commercial paper, certificate of deposits, commercial paper, bill of exchange, factoring

UNIT 5

Budgeting and Budgetary Control: Basic concepts of budgeting; Preparation of Functional Budgets, and Master Budget; and Flexible Budgets.

Responsibility Accounting and Divisional Performance.

Course Outcomes: After Completing the course a student will be able to

CO1: Define the role of financial manager

CO2: Describe the problem and formulate the best alternative investments decisions.

CO3: Apply the subject related concepts and contemporary issues.

CO4: Analyze the quantitative financial tools in the decision-making process

CO5: Evaluate having problem solving ability – solving social issues and business problems.

CO6: Create a budgeting framework for an industry.

Suggested Text & Reference Books:

1. Financial Management, I. M. Pandey, Vikas Publishing House Pvt. Ltd.
2. Financial Management, P. Chandra, Tata McGraw-Hill Publishing Company Limited
3. Corporate Accounting, V. Rajasekaran & R. Lalitha (Pearson)

Subject Code	Subject Name	Maximum Marks Allotted				Total Marks	Contact Hours per week			Total Credits	
		Theory			Project/Internship/Presentation/Self Learning		L	T	P		
		End Sem	Mid Sem	Quiz/Assignment	Internal	External					
700119	Management of Self/ Presentation / Self-Learning	-	-	50	50	-	100	1	-	1	2

Course Objectives:

Objectives of a Personality Development Training to the students are development program forms a part of the self-development process Personality development course lets students adopt a right mind-set required to achieve success at professional as well as personal areas of life and improving communication skills as well as other skills.

1. Personality and Psychological Assessment- Assessment Centre, Determinants of Personality Development
2. Use of standardized instruments in various areas: Intelligence Testing, Attitude Testing, Self-Report Inventory, Typological Tests, Summing Up and developing Personal Profile, Personality Traits
3. Individual and Interpersonal Behaviour-Developing Self Awareness: concepts of secular & spiritual levels Motivation, Introspection, Self-Assessment, Self-Appraisal & Self-development.
4. SWOT Analysis, Effective Problem-Solving Assertiveness, Decision making skills, Conflict: Process & Resolution, Managing Emotions at the work place, Emotional Intelligence
5. Soft Skills: Projecting a positive social image, importance of social image, Looking great and attractive, Grooming basics, Public speaking Voice modulation
6. Email and telephonic etiquettes, International and Social etiquettes, Manners & Etiquettes, Developing Effective Habits
7. Trust Building, Organizational Success through Effective Team work, Getting along with People (co-workers, Boss), Managing Stress Time management: Importance of time management, Techniques of time management, Time management styles.
8. CV & Cover Letter writing, Understanding JD & JS, Group discussion, Presentation Skills, Newspaper reading, General awareness and current development in Industry
9. Skill development: Excel, Advanced excel, Drafting and area-based skill training, Practical exposure through guest sessions, conducting exercises in class, case studies

Course Outcomes:

1. It will develop student's overall personality: professionally, personally and emotionally.
2. It aims to strengthen the strong areas and improvise the weak areas to boost confidence level both internally and externally.
3. It gives skill-based learning training to achieve better job opportunities.
4. It will develop an understanding of the corporate environment and facilitate the professional behavior in students.

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Semester II

Subject Code	Subject Name	Maximum Marks Allotted					Total Marks	Contact Hours per week			Total Credits
		Theory			Project/Internship/Presentation/Self Learning			L	T	P	
		End Sem	Mid Sem	Quiz/Assignment	Internal	External					
700211	Managing People and Performance in Organizations	60	20	20	-	-	100	3	-	-	3

Course Objectives:

The objective of the course is to teach the basic principles of human resource management—how an organization acquires, rewards, motivates, uses, and generally manages its people effectively. In addition to providing a basic legal and conceptual framework for managers, the course will introduce the manager to practices and techniques for evaluating performance, structuring teams, coaching and mentoring people, and performing the wide range of other people related duties of a manager in today's increasingly complex workplace.

Unit I

Introduction to HRM: Meaning and Definition, Characteristics of HRM, Evolution of HRM, Organization and Policies of Personnel Department, Scope of HRM, Functions of HRM, Objectives of HRM, Qualities of HR Manager, Important Trends in HR Management.

Unit II

HR Planning, Recruitment and Selection: HR Planning, Job Analysis-Job description and job specification, Job Design, Recruitment & Selection process, Sources of Recruitment, Importance of careful selection, Types of Tests for selection, Interview- Methods of Selection, Placement & Induction.

Unit III

Performance Management and Training & Development: Performance Management System: Introduction, Identification of issues in performance appraisal, Uses of Performance Appraisal, Methods and limitations of Performance Appraisal, Performance Management, management, Talent Management, Training and Development: Objectives, Concepts and Needs, Training methods, Management development, Career planning and Succession Planning, Promotions, Transfer, Separation, VRS

Unit IV

Wage and Salary Administration: Job Evaluation-Meaning, Definition and Methods, Basic Factors in Determining Pay Rates, Establishing Pay Rates, Competency-Based Pay, Money and Motivation factors

Unit V

Emerging Trends in People Management and Industrial Relations: HRIS (Human Resource Information System), E-HRM, Green HRM, HR Audit, Outsourcing and its HR Dimensions

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International HRM, Introduction of Industrial Relations & Management, Trade Unions, Problems and Measures to Strengthen Trade Unions, Occupational Health, Safety and Security, Causes for Industrial Disputes and Settlement

Course Outcomes:

After completing the course, a student will be able to:

1. Learn the way in which organizations manage their people.
2. Develop ways in which people might diagnose a business strategy.
3. evaluate the developing role of human resources in the global arena
4. understand the key concepts and issues in managing organizational change and development.
5. learn the way in which organizations manage their people

Suggested Text & Reference Books:

1. Human Resource Management by Dessler, Gary, Publisher: Pearson Education Asia, New Delhi.
2. Human Resource Management by Aswathappa, Publisher: TMH, New Delhi
3. Human Resource Management-Text & Cases, by Rao, V.S.P, Publisher: Excel Books, New Delhi.
4. Managing Human Resources by Ramaswamy, E., Publisher: Oxford University Press, New Delhi

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Subject Code	Subject Name	Maximum Marks Allotted					Total Marks	Contact Hours per week			Total Credits
		Theory			Project/Internship/Presentation/Self Learning			L	T	P	
		End Sem	Mid Sem	Quiz/Assignment	Internal	External					
700212	Statistics for Managers	60	20	20	-	-	100	3	-	-	3

Course Objectives:

This Course is designed to develop an understanding basic concepts and working knowledge of statistical methods, procedures and data analysis. It is also intended to provide a background capacity in statistical description and analysis, appropriate for a business student. The focus of the course is on the practical use of data in a business/economic decision environment, especially in an environment of risk and uncertainty. The course will help student to make informed decisions on the basis of observations and given data set.

Unit I

Concept, Scope, Nature, Importance and limitations of statistics, Functions of statistics, Distrust of statistics, Misuse of statistics, planning of statistical enquiry, Collection of data, Editing of statistical data, Classification and Tabulation of data, Census and Sample investigation

Unit II

Arithmetic average, Weighted mean, Mode, Median and Geometric mean, weighted geometric mean, uses of various averages and Limitations of averages.

Unit III

Concept of Dispersion, Methods of measuring dispersion, Quartile deviation, Mean deviation and Standard deviation, Coefficient of variation, Co-efficient of skewness - Karl Pearson's and Bowley's.

Unit IV

Meaning and Uses of index number, Methods of constructing index numbers: Simple, Aggregative method, Weighted aggregative methods, Fisher's ideal method.

Unit V

Concept and Importance of correlation, Types of correlation, Co-efficient of correlation method by Karl Pearson's, Spearman's and Concurrent deviation, Probable error. Regression equations, difference between correlation and regression, Co-efficient and standard deviation regression.

Course Outcomes:

1. Identify the source of a quantifiable problem, recognize the issues involved and produce an appropriate action plan.
2. Describe types of data and variables.
3. Organize, analyze, interpret and summarize the data in a useful and informative manner.
4. Demonstrate an ability to select and calculate an appropriate measure of central tendency for a given data set.

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5. Employ appropriate mathematical tools to solve problems.
6. Carry out a simple sample survey, analyze the results and present the findings to the class
7. Translate a problem into a simple mathematical model to allow easier understanding and to aid problem solving.
8. Extrapolate from data the important trends in order to forecast as accurately as possible.
9. Calculate and interpret numerous statistical values and appreciate their value to the business manager.

Suggested Text Books & Reference Books:

1. Levin and Rubin, Statistics for Management, Pearson Publication
2. Ken Black, Fundamentals of Statistics, Wiley India Publications
3. S.P.Gupta, Fundamentals of Statistics, Sultan Chand Publication
4. Anand Sharma, Statistics for Management, Himalaya Publication.

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Subject Code	Subject Name	Maximum Marks Allotted					Total Marks	Contact Hours per week			Total Credits
		Theory			Project/Internship/Presentation/Self Learning			L	T	P	
		End Sem	Mid Sem	Quiz/Assignment	Internal	External					
00213	Financial Management	60	20	20	-	-	100	3	-	-	3

Course Objectives:

The overall objective of this course is to tell students about how to ensure regular and adequate supply of funds to the concern and Adequate returns to the shareholders, which will depend upon the earning capacity, market price of the share, expectations of the shareholders and optimum funds utilization. Once the funds are procured, they should be utilized in maximum possible way at least cost.

Unit I

Nature of Financial Management: Finance and related disciplines; Scope of Financial Management; Profit Maximization, Wealth Maximization - Traditional and Modern Approach; Functions of finance; Objectives of Financial Management; Organization of finance function.

Unit II

Concept of Time Value of Money, present value, future value and Importance of Time value of Money Concept in Decision-making Process.

Unit III

Capital Structure: Approaches to Capital Structure Theories - Net Income approach, Net Operating Income approach, Modigliani-Miller (MM) approach, Traditional approach;

Unit IV

Capital Budgeting - Principles and Techniques; Nature and meaning of capital budgeting; Estimation of relevant cash flows and terminal value; Evaluation techniques – Accounting Rate of Return, Net Present Value, Internal Rate of Return, Net Terminal Value, Profitability Index Method.

Unit V

Concept and Measurement of Cost of Capital: Explicit and Implicit costs; Measurement of cost of capital; Cost of debt; Cost of perpetual debt; Cost of Equity Share; Cost of Preference Share; Cost of Retained Earning; Computation of over-all cost of capital

Project

Students will be given project which will be related to long term decision making on the basis of capital budgeting techniques. Students will be used Payback period method, IP, NPV and IRR method for this. Students will use minimum three years' data for that including presentations.

Course Outcomes:

On completion of the paper, students are expected to:

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1. Evaluate alternative techniques for analyzing project opportunities and budgeting capital
2. Apply the net present value criterion to complex capital budgeting problems
3. Calculate the cost of capital for projects and companies
4. Be able to apply the weighted average cost of capital method.
5. Analyze a firm's capital structure.

Suggested Text & Reference Books:

1. Financial Management, I.M. Pandey, Vikas Publishing House Pvt. Ltd.
2. Financial Management, P. Chandra, Tata McGraw-Hill Publishing Company Limited
3. Corporate Accounting, V. Rajasekaran & R. Lalitha (Pearson)
4. Financial Management: Text & Problems; Khan M.Y. Jain and Jain, P.K., Tata McGraw-Hill Publishing Company Limited
5. Financial Management; Kishore Ravi M., Taxmann Publication

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Subject Code	Subject Name	Maximum Marks Allotted					Total Marks	Contact Hours per week			Total Credits
		Theory			Project/Internship/ Presentation/Self Learning			L	T	P	
		End Sem	Mid Sem	Quiz/ Assignment	Internal	External					
700214	Business Research Methods	60	20	20	-	-	100	3	-	-	3

Course Objectives:

This course is designed to develop an understanding and working knowledge of research methodology required to conduct research. The focus of the course is also on developing the report after understanding the methodology & conducting research in a business/economic decision environment, especially in an environment of risk and uncertainty. The objectives of this course are to design and execute a basic survey research project, to understand the research tools and techniques for executing a business project and decision making.

Unit I

Introduction to Business Research; Background to research: Developing a research proposal; significance and types of research; Business research methods: An introduction; Business research process design

Unit II

Research Design and Sampling; Literature review: Identifying, accessing and managing sources of information and scholarly literature, Steps in literature review development; Measurement and scaling techniques, questionnaire design, sampling and sampling distributions.

Unit III

Data Collection & Fieldwork: Types of data: Data collection methods: Primary and secondary sources; Data entry and screening; Data collection instruments: Coding of questionnaires, survey and observations, experimentation, fieldwork and data preparation

Unit IV

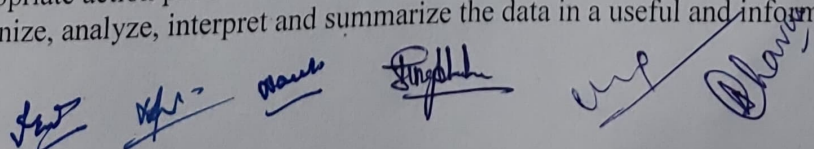
Data Analysis and Presentation: Parametric & Non-parametric tests; Statistical inference: hypothesis testing for single population, hypothesis testing for two populations, hypothesis testing for categorical data (chi-square test), Reliability, validity, Correlation and simple linear regression analysis, Multivariate analyses (Multiple regression analysis, discriminant analysis, conjoint analysis, factor analysis, etc.)

Unit V

Result Presentation: Content and Format of the Business Research Report, Practical considerations: Timelines, budgets, supervision and management. Business Research Report: Common problems encountered when preparing the report and Presentation of results.

Course Outcomes:

1. Identify the source of a quantifiable problem, recognize the issues involved and produce an appropriate action plan.
2. Organize, analyze, interpret and summarize the data in a useful and informative manner.



3. Demonstrate an ability to select and calculate an appropriate measure of central tendency for a given data set.
4. Carry out a simple sample survey, analyze the results and present the findings to the class.

Suggested Text & Reference Books:

1. C. R. Kothari (2004), Research Methodology: Methods & Techniques, New Age International Publishers
2. Bajpai, N. (2011), Business research methods, 2nd edition, Pearson education
3. Cooper, D. R., Schindler, P. S., & Sharma, J. K., Business research methods, 12ed., Tata McGraw Hill Education.
4. Hair Jr., J. F., Celsi, M. W., Money, A. H., Samouel, P., & Page, M. J., Essentials of Business research methods, 2nd ed., Routledge, Taylor & Francis Group.
5. Ranjit Kumar, (2005), Research Methodology, Pearson Education

Dr. Anil Kumar Naresh Sharma Sharma Sharma

Subject Code	Subject Name	Maximum Marks Allotted					Total Marks	Contact Hours per week			Total Credits
		Theory			Project/Internship/Presentation/Self Learning			L	T	P	
		End Sem	Mid Sem	Quiz/Assignment	Internal	External					
0215	Entrepreneurship and Innovation	60	20	20	-	-	100	3	-	-	3

Course Objectives:

This course aims to provide students with an understanding of the nature of enterprise and entrepreneurship and introduces the role of the entrepreneur, innovation and technology in the entrepreneurial process. The course content is relevant to those individuals thinking about starting a business, those who are interested in commercialising their own innovations or of others, and those who advise entrepreneurs or engage in policy making in the entrepreneurship area.

Unit I

Concept of Entrepreneurship, Traits of Entrepreneur, Distinction between Entrepreneur and Managers, Difference between Inventors and Entrepreneurs, Entrepreneurship- Mindset, Big companies v/s start-ups, Inspiration from Role Models and Social support; Misconceptions and Myths of Entrepreneurs, Business Model.

Entrepreneurship Development in Emerging Markets: Types of Start-ups, Intrapreneurship, Small & Medium Business Enterprises, International entrepreneurship, Mistakes start up makes
 Leader v/s Manager, why do ventures require Dynamic leaders, Principle centred Leaders, Entrepreneurial leadership, Components of Entrepreneurial Leadership

Unit II

Introduction, Creativity & Entrepreneurship, Characteristics of Creative People, Blocks to creativity, Creativity at work- A must for survival, Sources of new ideas, Techniques for generating ideas

Introduction, Opportunity definition, Opportunity recognition, Opportunity Process, Sources of Opportunity Indian Economy- Opportunity, Steps involved in Assessing Business Potential of an Idea, Steps involved in Tapping opportunity.

Intellectual Property rights, IPR and their Importance, Importance of IP for start-up? What is Patent? International Patents Trademarks, Copy rights.

Unit III

Entrepreneurial Opportunities and Business Plan, When, Business Plan Drivers, Perspectives to be considered in Business Plan Preparation, Basics of Business Plan, Pitching a business Plan, Reasons of failure of Business plans.

Small Scale Industry: Characteristics of SSI, Role of SSI in Economic Development, Advantages of Small-Scale Industries, Government Support to SSI during Five Year Plan, Impact of Globalization and Liberalization on SSI, Impact of WTO/GATT on SSI, Ancillary, Tiny and Service Industries

Institutional Support: National Small Industries Corporation (NSIC), Small Industries Development Organization (SIDO), Small Industries Service Institutes (SISI)

Unit IV

Systematic Entrepreneurship, Purposeful Innovation and Seven Sources for Innovative Opportunity, Bright Idea and Principles of Innovation, Innovation and competitive advantage, Types of Innovation, the importance of Incremental Innovation, Innovation as Knowledge based Process, the challenges of Discontinuous Innovation, Christensen's Disruptive Innovation Theory, Other sources of Discontinuity

Unit V

Rationalist and Instrumentalist strategies for Innovation, Technology and Competitive Analysis, Assessment of Porter's Framework, The dynamic capabilities of firms, innovation Strategy in Small firms.

Course Outcomes:

1. Understanding the basic of Entrepreneurship and real-life issues therein.
2. Apply theoretical concept into practice while facing business Problems.
3. Contribute in developing Reasoning and Analytical ability to foster business Decisions Making
4. Nurture Entrepreneur Skills and Leadership Abilities.

Suggested Text and Reference Books:

1. Andrew Zacharakis - Entrepreneurship 5th Edition
2. H.S. Kumawat - Modern entrepreneur and entrepreneurship _ theory, process and practice
3. K. Ramachandran - Entrepreneurship Development-MC GRAW HILL INDIA (2008)
4. Peter F. Drucker - Innovation and Entrepreneurship-Harper Business (2006)
5. Poornima M. Charantimath - Entrepreneurship Development and Small Business Enterprise- Pearson Education India (2009)
6. Vasant Desai - Entrepreneurial Development VOLUME I The Entrepreneur, Entrepreneurship and Development Principles, Programmes and Policies

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Saw, H.S., Ramachandran, Peter F., Vasant Desai, Poornima M.

Subject Code	Subject Name	Maximum Marks Allotted					Total Marks	Contact Hours per week			Total Credits
		Theory			Project/Internship/ Presentation/Self Learning			L	T	P	
		End Sem	Mid Sem	Quiz/ Assignment	Internal	External					
700216	Legal aspects of Business	60	20	20	-	-	100	3	-	-	3

Course Objectives:

The objective of this course is to acquaint the students with the knowledge of the legal framework which influences the functioning of business. Here the emphasis is to develop an understanding among the students of the significant provisions of selected business laws and help them acquire the ability to address basic application- oriented issues.

Unit I

The Contract Act, 1872: Essential Elements of Valid Contract, Essential elements of Valid Contracts, Contracts of Indemnity & Guarantee, Contingent Contract, Quasi Contract, Discharge of contract, Breach of contract-Meaning & remedies, Agency - Creation of Agency – Agent and Principal (Relationship/rights), Types of agency

Unit II

Sale of Goods Act, 1930: Contract of sale of goods, Conditions & warranties, Transfer of property or ownership, Performance of the Contract of Sale, Rights of unpaid seller, Sale by Auction.

Unit III

The Negotiable Instrument Act, 1881: Negotiable Instruments – Meaning, Characteristics, Types. Parties, Holder and holder in due course, Negotiation and Types of Endorsements, Dishonour of Negotiable Instrument – Noting and Protest.

Unit IV

The Companies (Amendment) Act, 2015: Company – Definition, Meaning, Features and Types, One Person Company, Incorporation of Company – Memorandum of Association (MOA), Articles of Association (AOA), Share capital & Debentures, Acceptance of deposits, Appointment of director including woman Director.

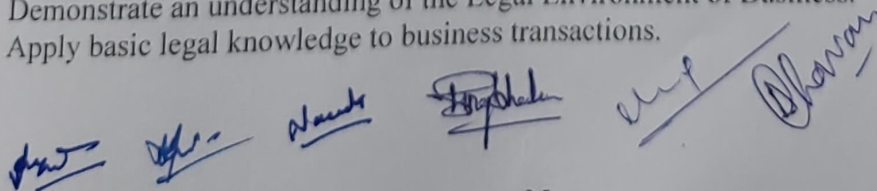
Unit V

The Consumer Protection Act, 1986, Information Technology Act, 2000, Digital Signature, Electronic Governance, Electronic Records E – Contracts, E – Business models, E – Commerce & Security, Cyber Crimes.

Introduction, Legal Aspects of Patents, Filing of Patent Applications, Rights from Patents, Infringement of Patents, Copyright and its Ownership, Infringement of Copyright, Civil Remedies for Infringement, case studies.

Course Outcomes:

1. Demonstrate an understanding of the Legal Environment of Business.
2. Apply basic legal knowledge to business transactions.



3. Communicate effectively using standard business and legal terminology.
4. Develop an understanding of relationship of business law and economic activities, application of business law in business activities.
5. Develop a sense of ethical viewpoint towards business laws and legislation in conduct of economics activities

Suggested Text and Reference Books:

1. Business Legislations for Management, M.C. Kuchhal
2. Elements of Mercantile Law, N.D.Kapoor
3. Business and Corporate Laws, Dr. P.C. Tulsian
4. Legal Aspects of Business, Ravinder Kumar
5. Business Laws, S. D. Geet
6. Business Laws, S.S. Gulshan
7. Legal Aspects of Business, AkhileshwarPathak

Law

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Subject Code	Subject Name	Maximum Marks Allotted					Total Marks	Contact Hours per week			Total Credits
		Theory			Project/Internship/ Presentation/Self Learning			L	T	P	
		End Sem	Mid Sem	Quiz/ Assignment	Internal	External					
70021 7	International Business Perspectives	60	20	20	-	-	100	3	-	-	3

Course Objectives:

The objectives of this course are:

1. The Primary objective of this course is to acquaint the students to emerging global trends to business environment and introducing learners to the framework of International Business.
2. To achieve a real understanding of the complexities, opportunities & creative challenges of international business across time, space & cultures and recognize those factors which distinguish the marketing mix for overseas markets as opposed to domestic markets.
3. To learn how to track & evaluate changes in world markets that effects the consumers demand & shape of marketers' strategies.
4. To identify & analyze ethical issues in international business and to create awareness about the various bodies working on the international level for the promotional of international trade & business.

Unit I

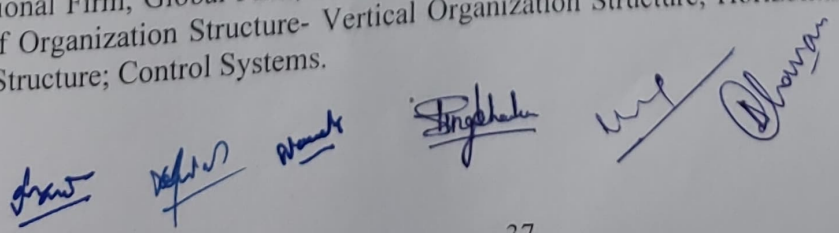
International Business: An Introduction, History, Nature & Scope of International Business, Comparison of Domestic Business and International Business, Reasons for Growth of International Business, Stages of Internationalization, EPRG Framework, Globalization, Multinational Corporations, India and International Business. Cross Cultural Communication, Effect of Environment on International Business

Unit II

International Business Environment: Economic, social, political and government environment, demographic environment, technological environment, International trading environment International Business Theories: International Trade Theories: Mercantilism, Adam Smith's Absolute Cost Advantage Theory, Ricardo's Comparative Cost Advantage Theory, MNCs and international business, International Business Research, Market Selection.

Unit III

International Business Coverage Strategies: Marketing mix for the International Business-Pressures for Cost Reductions & Local Responsiveness, Synthesis: Strategy & Architecture- Multi domestic Firm, International Firm, Global Firm, Transnational Firm. Importance of Organization Structure, Different forms of Organization Structure- Vertical Organization Structure, Horizontal Organization Structure, Matrix Structure; Control Systems.



Unit IV

Entry Decisions for International Business: Timing & Scale of Entry, Mode of entry in Foreign Market- Exporting, Turnkey Projects, Licensing, Franchising, Joint Venture, Wholly Owned Subsidiary by Green-Field Venture or Acquisition. International Business Risk: Country Risk Analysis, Classification of Risk Involved- Political Risk, Socio-cultural Risk, Economic Risk, Importance of Risk Analysis for International Business, Current issues in International Business: International, Competitive advantage and Strategic International Management.

Unit V

International Financial Management: An Overview of International Financial Management- Emergence of International Finance, The Foreign Investment Decision, Difference between Domestic Finance and International Finance. Overview of International Marketing- Framework of International Marketing, Domestic marketing vs. International marketing, International Marketing Mix Elements. Importance of HR in International Business, Recruitment and Selection in International Business, Ethical Business, Social Responsibility of International Business.

Course Outcomes:

The learning outcomes of this course are:

1. Identify the role and impact of political, economic, social and cultural variables in international business.
2. Students will be able to develop an understanding of global perspective.
3. Students will be able to understand the dimensions of international marketers' strategies.
4. Students will understand the ethical implication of business decision making and recognize ethical dilemmas and students will have awareness about international trade promotion bodies.

Suggested Text and Reference Books:

1. Hill, C.W. International Business. New Delhi: Tata McGraw Hill, 2008.
2. Keegan, J. W. Global Marketing Management. New Delhi: Pearson Education.
3. Daniel, J., & Lee, H. International Business Environment. New Delhi: Pearson Education.
4. Onkvisit, S., & Shaw, J. International Marketing. New Delhi: Pearson Education.
5. Derskey, H. International Management. New Delhi: Prentice Hall of India.
6. Aswattapa, K. International Business. New Delhi: Tata McGraw Hill.
7. Luce, In Spite of the Gods: The Strange Rise of Modern India, Doubleday, 2007.
8. Cavusgil, International Business: The New Realities, Pearson Prentice Hall, 2008

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Subject Code	Subject Name	Maximum Marks Allotted					Total Marks	Contact Hours per week			Total Credits
		Theory			Project/Internship/ Presentation/Self Learning			L	T	P	
		End Sem	Mid Sem	Quiz/ Assignment	Internal	External					
700218	Business Environment and Sustainability	60	20	20	-	-	100	3	-	-	3

Course Objectives:

The objectives of this course are:

1. To explain the social, political and economic context of business and the effect of technology on the environment, eco-balance and sustainability and make them sensitive towards environmental concern
2. To understand cross cultural management and different forms of business organization and environmental sustainability
3. To analyze emerging market multinationals.
4. To understand liberalization and economic nationalism.

Unit I

Business Environment: Concept, Nature, Significance, Components of Business environment, Factor affecting Business Environment, Social Responsibilities of Business. Globalization and Liberalization and their effect on the Indian business environment, SEZs, EPZs, Privatization: Implications and effects. Indian financial system and legal environment- Objective, feature and components, Money and Capital market, EXIM Policy and Role of FII & FDI.RBI- Role and function, Monetary Policy and Fiscal Policy.

Unit II

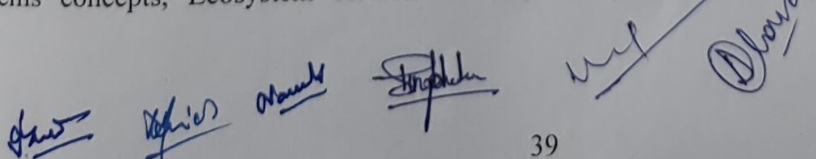
Economic & Political Environment: Economic System, NITI Aayog- Role and responsibilities, Policy for Small Scale Industry (MSME Act). Technological Environment: Overview of Technology policy- Technology S Curve and Technology transfer, Intellectual Property Rights. International environment: Introduction to balance of payment and balance of trade, International Economics Institutes: WTO, World Bank, IMF, UNCTAD, GSP, and GSTP.

Unit III

Principles of Sustainable Business: History and emergence of the concept of Sustainable Business, Definitions, Environmental issues and crisis, Resource degradation, greenhouse gases, desertification, social insecurity, Industrialization, Globalization and Environment, UN Sustainable Development Goals, Green SCM, Green Marketing, National Green Tribunal, Understand the implications of overuse of resources, population growth and economic growth and sustainability, Sustainability management and competitive edge.

Unit IV

Sustainable Business Development: Corporate Sustainability, Sustainability management tools and systems concepts, Ecosystem services & corporate performance, Operations & Supply Chain



Sustainability, Marketing and Corporate Sustainability, Finance and Sustainability, HRM, Organizational change and Leadership for Sustainability, Strategy and Sustainability: Emerging Trends.

Unit V

Meaning & Definition of CSR, History & evolution of CSR. Concept of Charity, Corporate Philanthropy, Corporate Citizenship, CSR-an overlapping concept. Concept of sustainability & stakeholder Management. Relation between CSR and Corporate governance; environmental aspect of CSR; Chronological evolution of CSR in India, Strategic CSR.

Course Outcomes:

After studying this course, students will be able to:

1. Understand the social, political and economic environment in context of International business.
2. Get a brief idea about cross cultural management and different forms of business organization and is concerned with developing processes that will lead to businesses becoming completely sustainable in the future.
3. Learn the significance of Foreign Investment in the growth of any nation and learn about the various trade blocks for regional integration.
4. Make responsible decisions that will reduce your business' negative impact on the environment. It is not simply about reducing the amount of waste you produce or using less energy.

Suggested Text and Reference Books:

1. Francis Cherunilam, Business Environment, New Delhi: Himalaya Publications.
2. Aswathapa, K., Essentials of Business Environment, New Delhi: Himalaya Publications.
3. Corporate Social Responsibility Part I, Part II, Part III by David Crowther and Guler Aras
4. Egon Zehnder International (2009). Sustainability Leadership Making Change Happen: Part I The Executive.
5. Sundaram & Black: The International Business Environment; New Delhi: Prentice Hall.
6. Sengupta, N.K.: Government and Business, Vikas Publishing House Pvt. Ltd.
7. The Sustainability Revolution: Portrait of a Paradigm Shift by Edwards, Andres R., New Society Publishers, 2005.
8. Sustainable development in India: Stocktaking in the run up to Rio+20: Report prepared by TERI for MoEF, 2011

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SEMESTER III

Subject Code	Subject Name	Maximum Marks Allotted					Total Marks	Contact Hours per week			Total Credits
		Theory			Project/Internship/Presentation/Self Learning			L	T	P	
		End Sem	Mid Sem	Quiz/Assignment	Internal	External					
700311	Strategic Management	60	20	20	-	-	100	3	-	-	3

Course Objectives:

After completion of the course, the students can learn about various Business Strategies and importance of Strategic Management in context with business leadership.

Unit I

Introduction to Strategies: Introduction, Fundamentals of Strategy, Conceptual Evolution of Strategy, Scope and Importance of Strategies, Purpose of Business, Difference between Goals and Objectives of Business, Strategic Intent through Vision and Mission Statements, Core Competencies of Business
 Strategic Management: Introduction, Strategic Management, Need, scope, key features and importance of strategic management, Role of Strategists in Decision Making, strategists at various management levels, Types of Strategies, Limitations of Strategic Management.

Unit II

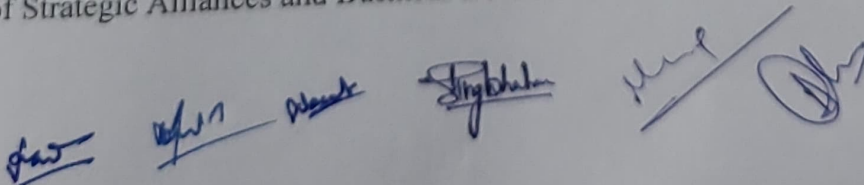
Introduction, Strategy Analysis and its Importance, Environmental Appraisal and Scanning Techniques, Organisational Position and Strategic Advantage Profile, Strategic Management Model
 Strategy Formulation and Implementation: Introduction, Strategy Formulation, Process in Strategy Formulation, Strategy Implementation and its Stages, Reasons for Strategy Failure and Methods to Overcome, Strategy Leadership and Strategy Implementation, Strategic Business Units (SBUs)

Unit III

Introduction, Strategy Evaluation, Strategic Control, Difference Between Strategic Control and Operational Control, Concept of Synergy and its Meaning, Key Stakeholder's Expectations
 Business Policies: Introduction, Overview of Business Policies, Importance of Business Policies, Definitions of Policy, Procedures, Process and Programmes, Types of Policies, Business Policy Statements, Corporate Culture

Unit IV

Limitations of MNCs, Business Strategies of MNCs, Techniques Employed by MNCs to Manage Markets, MNC, TNC and Global Companies Strategic Alliances: Introduction, Strategic Alliances, Types of Strategic Alliances and Business Decisions, Problems Involved in Strategic Alliances



Unit V

Role of Creativity and Innovation in Business: Introduction, Creativity, Innovation, Creating and Building Creative and Innovative Business Culture, Business Practices Adopted to Promote Creativity and Innovation, Importance of Creativity and Innovation in Business, Challenges Involved in Creativity and Innovation

Business Ethics and Corporate Social Responsibility: Introduction, Ethics and Values, Ethical Conduct and Unethical Conduct, Impact of Ethical Conduct, Corporate Social Responsibilities (CSR), Business obligations, Social Audit and Corporate Governance

Course Outcomes:

1. The students can apply scope, cost, timing and quality of the project.
2. To analyze strategic management knowledge, processes, life cycle and the embodied concepts, tools and techniques in order to achieve.
3. To apply technology tools for communication, collaboration, information management & decision support.
4. To understand the entrepreneurial decision-making process – from business model design to the launch of the new venture.
5. The students can apply entrepreneurial and teamwork skills in finding, evaluating and beginning the process of implementing new venture concepts

Suggested Text & Reference Books:

1. Business Policy – Azhar Kazmi- S. Chand & Co. New Delhi
2. Strategic Management: Concepts & Cases – Upendra Kachru, Excel Books.
3. Strategic Planning: Formulation of Corporate strategy - V.S. Ramaswamy, S. Namakumari - Macmillan Publishing House Ltd.
4. Management Policy & Strategic Management - R. M. Shivastava, Himalaya Publishing House, Mumbai.
5. Creating Excellence - Craig R. Hickman & Michael A. Silva - London Universal Book Stall, New Delhi.

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Nanda
Singh
Kumar
Dhawan

Annexure- 4

COURSE OUTLINE OF MANDATORY AUDIT COURSES (MAC)

Subject Name	Maximum Marks Allotted					Total Marks	Contact Hours per week			Total Credits
	Theory			Project/Internship/Presentation/Self Learning			L	T	P	
	End Sem	Mid Sem	Quiz/Assignment	Internal	External					
01 Corporate Governance & Ethics (MAC)*	-	-	50	50 (PPT, Case study/Project)	-	100	2	-	-	-

MAC: Mandatory Audit Course will be compulsory to pass which will be a mandate to award the final degree. On the basis of continuous assessment and on recommendation of the Department with final grades/marks, the Examination cell will issue a certificate for this course.

Course Objectives:

Today's hyper competitive business environment creates tremendous pressure on managers to improve performance of their organizations. Many times, such pressures result in managers engaging in unethical practices. Hence, ethics and corporate governance has come to occupy an important place in management theory and practices. Corporate governance is the way a corporation polices itself. In short, it is a method of governing the company like a sovereign state, instating its own customs, policies and laws to its employees from the highest to the lowest levels. Corporate governance is intended to increase the accountability of your company and to avoid massive disasters before they occur. The course is aimed at providing fundamental knowledge and concepts relating to business ethics and corporate governance.

Unit I

Evolution of Corporate Governance - Meaning of Corporate Governance; Corporate Governance Elements; Obligations to stakeholders; Principles of corporate governance; History of Corporate Governance; Theory of the firm;

Corporate Governance Models: The Anglo-Saxon Model- Regulatory framework on corporate governance in India; The Japanese Model of Corporate Governance, Key Players in the Japanese Model; German model of corporate governance.

Unit II

Business Ethics & Corporate Governance: What is Business Ethics; Roots of Unethical Behaviour; Business Ethics and Social Responsibility; The Role Of Ethics in Business; Ethical Theories; Ethical Issues, Making Decisions About Ethical Issues; improving Ethical Behaviour in Business; The Nature of Social Responsibility; Social Responsibility Issues; How Corporate Observe Ethics In their Organizations; Corporate Governance Ethics; Characteristics of an Ethical Organization;

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Unit III

Board of Directors: Corporate Management Structure; Kinds of Directors; Directors Appointment; Effectiveness of the Board of Directors; Duties and Responsibilities of Directors; Qualification and Disqualification of Directors; Liabilities of Directors; Role of Directors; **Rights & Privileges of Shareholders:** Recommendations relating to shareholders; Responsibilities of Shareholders; Guidelines for Investors/Shareholder; Trading of Securities;

Unit IV

Role of Government in Corporate Governance; Government Interference in Market Economies; Different Roles of Government in the Economy; Forms of Government Regulation; The Scope of Government's Relations with Business

Course Outcomes:

After completing the course,

1. Students will be able to understand the business ethics.
2. The student will be able to analyze corporate social responsibility.
3. The student will be able to analyze various ethical codes in corporate governance
4. Student will be able to analyze the Employees conditions and Business Ethics

Suggested Text & Reference Books:

1. Horngreen CT: Introduction to Management Accounting, Prentice Hall of India, New Delhi.
2. Lal Jawahar: Management Accounting, Tata McGraw Hill New Delhi.
3. Maheswary S N, Management accounting and Financial Control; Sultan Chand & Sons New Delhi.
4. Shasi K Gupta and R K Sharma, Management accounting, Kalyani Publishers.

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Subject Code	Subject Name	Maximum Marks Allotted					Total Marks	Contact Hours per week			Total Credits
		Theory			Project/Internship/ Presentation/Self Learning			L	T	P	
		End Sem	Mid Sem	Quiz/ Assignment	Internal	External					
CO201	Digital Business (MAC)*	-	-	50	50 (PPT, Case study / Project)	-	100	2	-	-	-

*MAC: Mandatory Audit Course will be compulsory to pass which will be a mandate to award the final degree. On the basis of continuous assessment and on recommendation of the Department with final grades/marks, the Examination cell will issue a certificate for this course.

Course Objectives:

The objectives of this course are:

1. The students are acquainted with digital business, its positive impact all across the organization.
2. To bridge the demand gap for professionals who understand the digital world and are equipped with necessary skills to operate on digital environment.
3. To promote new and improved ways to solve technology problems without sacrificing other guiding principles and helps students to implement new information services that represent value to customers.
4. Helps to incorporate metrics to measure performance and verify effectiveness of information resources

Unit I

Digital Business: The Digital Revolution and Society, The Digital Economy, Online Communities, Defining Electronic Commerce, Emerging E-Commerce Platforms. E-Business, Electronic Markets and Networks; The Content and Framework of E-Commerce, Classification of E-Commerce by the Nature of the Transactions and the Relationships Among Participants, E-Commerce Business Models, Benefits and Limitations of E-Commerce, Impact of E-Commerce on business, government, customers, citizens and society.

Unit II

Mobile Commerce, Social Commerce and IoT: Mobile Commerce, Attributes Applications and Benefits of M-Commerce, Mobile Marketing - Shopping and Advertising. Social Commerce: Social Commerce, Social Business (Enterprise), Social Business Networks and Social Enterprise, Social Media, Platforms for Social Networking; Social Media Marketing, The Benefits and Limitations of Social Commerce, Benefits to Customers, Retailers, Employees, players in the ecosystem. Internet of Things: Concept of IoT, Smart Homes and Appliances, Smart Cities, Smart Cars, Wearable Computing and Smart Gadgets.

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Unit III

Digital Business Ecosystem: Electronic Commerce Mechanisms, Online Purchasing Process, E-Marketplaces - Types, Components, Customer Shopping Mechanisms - Webstores, Malls, and Portals. Intermediaries: Roles of Intermediaries in E-Marketplaces, Merchant Solutions: Electronic Catalogues, Search Engines, and Shopping Carts, Electronic Catalogues, E-Commerce Search Activities, Dynamic Pricing, Changing Supply Chains: Structure of the Supply Chain, Digital Payments: Smart Cards, Stored-Value Cards, Payment Gateways, Mobile Payments.

Unit IV

Digital Business Models and Infrastructure: Types of E-Commerce Systems: B2B, B2C, B2G and other models of e-commerce; product and service digitization; Remote servicing procurement, and online marketing and advertising E-commerce resources and infrastructure planning, Agents in Electronic Commerce. Fintech: E-Banking, Mobile Banking, Pure Virtual Banks, Digital Government: Government-to-Citizens, Government-to-Business, Government-to-Government, Government-to-Employees Models, Internal Efficiency and Effectiveness, E-Government and Social Networking.

Unit V

Digital Business Applications: Online Travel and Tourism Services: Characteristics of Online Travel, Benefits, Limitations. E-Employment: Online Job Market, Social Networks Based Job Markets, Social Recruiting, Virtual Job Fairs and Recruiting Events, Benefits and Limitations of the Electronic Job Market. Security on Net & Firewall Concept: Meaning, Issues regarding security on internet, the firewall concept, Cryptography, Digital Signatures, Electronic mail security, Security protocols for web-commerce, Laws relating to Online transactions.

Course Outcomes:

The learning outcomes of this course are:

1. Students will be able to understand the basic concepts and functions of digital business and develop the ability to make assessments in connection with digital business development considering relevant scientific, social and ethical aspects, which are widely used international business terms and concepts.
2. By completing the course, students would develop better understanding of innovative methods and integration of digital tools to improve the various processes and strategies of a business.
3. The student would be able to ideate and implement online business for an organization.
4. The role of future trends in technology and their impact in defining/redefining strategies in an organization to attain and maintain competitive advantage.

Suggested Text & Reference Books:

1. Digital Business and E-Commerce Management, 6th Ed, Dave Chaffey, Pearson, August 2014
2. Digital Business Concepts and Strategy, Eloise Coupey, 2nd Edition, Pearson
3. A textbook on E-commerce, ErArunrajan Mishra, Dr WK Sarwade, Neha Publishers & Distributors, 2011
4. Introduction to E-business-Management and Strategy, Colin Combe, ELSVIER, 2006
5. Trend and Challenges in Digital Business Innovation, Vincenzo Morabito, Springer
6. Digital Business Discourse Erika Darics, April 2015, Palgrave Macmillan

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Subject Code	Subject Name	Maximum Marks Allotted					Total Marks	Contact Hours per week			Total Credits
		Theory			Project/Internship/Presentation/Self Learning			L	T	P	
		End Sem	Mid Sem	Quiz/Assignment	Internal	External					
MC0301	Data Analytics in Business (MAC)*	-	-	50	50	-	100	2	-	-	-

*MAC: Mandatory Audit Course will be compulsory to pass which will be a mandate to award the final degree. On the basis of continuous assessment and on recommendation of the Department with final grades/marks, the Examination cell will issue a certificate for this course.

Course Objectives:

The objectives of this course are:

1. This course prepares students to lead in analytics-driven organizations.
2. Students will explore the capabilities and challenges of data-driven business decision making.
3. The course will include hands-on work exposure with data and software.
4. Topics to be covered include data manipulation, predictive analytics, decisions under uncertainty, and decision analytic tools (linear and nonlinear optimization).

Unit I

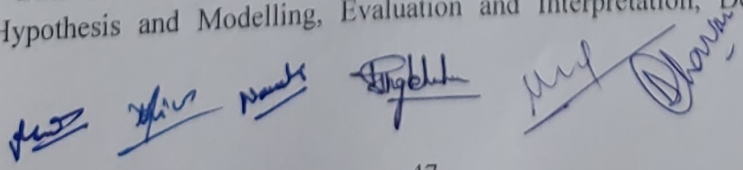
Introduction: Evolution of Business Analytics; Impacts and challenges; Scope of Business Analytics; Software Support; Data for Business Analytics: Data Sets and Databases, Big Data, Metrics and Data classification, Data reliability and validity; Models in business analytics: Decision Models, Model Assumptions, Uncertainty and Risk, Prescriptive Decision Models; Problem solving with Analytics, Business Intelligence

Unit II

Analytics on Spreadsheets: Basic Excel Skills: Excel Formulas, Copying Formulas; Excel functions: Basic Excel functions, functions of specific applications, insert function, logical functions; Using Excel Lookup functions for Database queries; Spreadsheet Add-Ins for Business Analytics, Visualizing and Exploring Data Visualization: Dashboards, Tools and software for data visualization; Creating charts in Microsoft Excel; Other Excel Data Visualization Tools: Data Bars, Color Scales, and Icon Sets and Filtering.

Unit III

Data: Data Collection, Data Management, Big Data Management, Organization/sources of data, Importance of data quality, Dealing with missing or incomplete data, Data Visualization, Data Classification. Data Science Project Life Cycle: Business Requirement, Data Acquisition, Data Preparation, Hypothesis and Modelling, Evaluation and Interpretation, Deployment, Operations,



Optimization. Introduction to Data Mining, The origins of Data Mining, Data Mining Tasks, OLAP and Multidimensional data analysis, Basic concept of Association Analysis and Cluster Analysis, Conjoint Analysis.

Unit IV

Descriptive Analytics: Populations and samples; Measure of Locations; Using Measure of Locations in Business Decisions; Measures of Dispersion. Predictive Analytics: Modelling relationships and trends in Data; Finding the Best- Fitting Regression Line; Testing Hypothesis for Regression Coefficient; Multiple Linear Regression; Prescriptive Analytics: Building Linear Optimization Model; Implementing Linear Optimization Model on Spreadsheets; Excel functions to Avoid in Linear Optimization; Using Optimization Models for Prediction and insight.

Unit V

Introduction to Machine Learning: History and Evolution, AI Evolution, Statistics v/s Data Mining, Data Analytics v/s, Data Science, Supervised Learning, Unsupervised Learning, Reinforcement Learning, Frameworks for building Machine Learning Systems. Application of Business Analytics: Retail Analytics, Marketing Analytics, Financial Analytics, HR Analytics, Healthcare Analytics, Supply Chain Analytics.

Course Outcomes:

The learning outcomes of this course are:

1. Develop new or improved innovative business processes from gap analysis through process design in support of a company's strategic objectives in a socially responsible manner.
2. Develop business models that support a company's strategic objectives.
3. Articulate the interdependence between financial and operational metrics used in value chain analysis to key decision makers.
4. Appraise the impact on financial and operational performance of specific business and evaluate the opportunities for business process and supply chain improvement based on current best practices across industries, as well as new breakthrough thinking.

Suggested Text & Reference Books:

1. Essentials of Business Analytics: An Introduction to the methodology and its application, Bhimasankaram Pochiraju, Sridhar Seshadri, Springer
2. Introduction to Machine Learning with Python: A Guide for Data Scientists 1st Edition, by Andreas C. Müller, Sarah Guido, O'Reilly
3. Introduction to Data Science, Laura IgualSantiSeguí, Springer
4. Introduction to Data Mining, Pang-Ning Tan, Michael Steinbach, Vipin Kumar, Pearson Education India
5. An Introduction to Business Analytics, GerKoole, Lulu.com, 2019
6. Albright, S., and Wayne Winston. Business Analytics: Data Analysis & Decision Making. Nelson Education.
7. Anil Maheswari. Data Analytics. McGraw Hill.

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COURSE OUTLINE OF SPECIALIZATION ELECTIVES FOR III & IV SEMESTERS

Human Resource Management

MB0111

Strategic HRM

Course Objectives:

The objective of this course is to provide students with the knowledge and skills that they can apply to effectively manage human resources to achieve organizational goals with updated strategies regarding Human Resource Management in future.

Unit I

Introduction to Strategic HRM: Definition, Need and Importance, Introduction to business and corporate strategies, Integrating HR strategies with business strategies, Developing HR plans and policies.

Unit II

Human Resource Environment: Technology and structure, Workforce diversity, Demographic changes, Temporary Contract Labour, Global Environment, Global Competition, Global sourcing of labour, WTO and labour standards

Unit III

Recruitment and Retention, Training & Development Strategies: Online recruitment, Employee referrals, Recruitment process outsourcing, Headhunting, Executive education, Flexi timing, Telecommuting, Quality of work life, Work – life balance, Employee empowerment, Employee involvement, Autonomous work teams, Creating learning organization, Competency mapping, Multi skilling, Succession planning, Cross cultural training

Unit IV

Performance Management & Compensation Strategies: Defining key result areas (KRA) - Result based performance, linking performance to pay, Merit based promotions, Performance based pay, Skill based pay - Team based pay, Broad banding Profit sharing, Executive compensation, Variable pay

Unit V

Human Aspects of Strategy implementation: Behavioural issues in strategic implementation, Matching culture with strategy, Human side of mergers and acquisitions, Leadership, power and politics, Employee morale, Personal values and business ethics.

Course Outcomes:

1. Identify the key HRM functions and operations
2. Define, explain, illustrate and reason with the key human resource management concepts
3. Identify the linkages between HRM functions and operations and organisational strategies, structures and culture.
4. Reflect and comment in a way that demonstrates awareness of the different contexts that impact on the operation of HRM.



5. Exhibit behavior and performance that demonstrates enhanced competence in decision making, group leadership, oral and written communication, critical thinking, problem solving, planning and team work

Suggested Text & Reference Books:

1. Strategic HRM – Jeffery Mello, Thompson publication, New Delhi
2. Strategic HRM- Charles Greer, Pearson Education Asia, New Delhi
3. Strategic HRM-Michael Armstrong, Kogan Page, London
4. Strategic HRM- Agarwal, Oxford University Press, New Delhi



Course Objective:

The objective of this course is to provide students with the knowledge and skills that they can apply to effectively manage talent and competency and to understand the role of talent management and competency in building sustainable competitive advantage to an organization.

Unit I

Introduction to Talent Management: Meaning, History, Scope of Talent Management, Need of Talent Management, Benefits & limitations of talent Management, Principles & Sources of talent Management, Talent Gap- Meaning Strategies to Fill Gaps, The Talent Value Chain, Role of HR in Talent Management, Role of Talent Management in Building Sustainable Competitive Advantage to an Organisation.

Unit II

Talent Management System – Meaning, Key Elements of Talent Management System, Critical Success Factors to Create Talent Management System, Life Cycle of Talent Management – Meaning, Steps in Talent Management Process, Importance of Talent Management Process, Essentials of Talent Management Process, Approaches to Talent Management, Talent Management Strategy – Meaning, Developing a Talent Management Strategy, Mapping Business Strategies and Talent Management Strategies, Talent Management and Succession Planning

Unit III

Contemporary Issues and Current Trends in Talent Management: Role of Information Technology in Effective Talent Management Systems, Talent Management Information System, Creating Business Value through Information Technology, Five Steps to a Talent Management Information Strategy, Contemporary Talent Management Issues, Talent Management Challenges, Current Trends in Talent Management Ethical and Legal Obligations Associated with Talent Management

Unit IV

Competency Management Concept of Competency and Competence, Competence v/s Competency, Types of Competencies, Benefits and Limitations of Implementing Competencies, Iceberg Model of Competency, Competency Management – Meaning, Features and Objectives, Benefits and Challenges of Competency Management, Competency Development – Meaning, Process

Unit V

Competency Mapping – Meaning, Features, Need and Importance of Competency Mapping, Methods of Competency Mapping, Steps in Competency Mapping

Course Outcomes:

1. Identify the key HRM functions and operations
2. Define, explain, illustrate and reason with the key human resource management concepts
3. Identify the linkages between HRM functions and operations and organisational strategies, structures and culture
4. Reflect and comment in a way that demonstrates awareness of the different contexts that impact on the operation of HRM.

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5. Exhibit behaviour and performance that demonstrates enhanced competence in decision making, group leadership, oral and written communication, critical thinking, problem solving, planning and team work

Suggested Text & Reference Books:

1. Strategic HRM – Jeffery Mello, Thompson publication, New Delhi
2. Strategic HRM- Charles Greer, Pearson Education Asia , New Delhi
3. Strategic HRM-Michael Armstrong, Kogan Page, London
4. Strategic HRM- Agarwal, Oxford University Press, New Delhi
5. Human Resource Management- Garry Desseler, PHI, New Delhi

Course Objectives:

The objective of the course is to impart knowledge about Industrial relation between various industries and to learn about various laws and legislations related to the various industrial affairs.

Unit I

Industrial Relations: Concept, Approaches to IR, Parties to IR, System Model of IR

Unit II

Trade Unionism in India: Origin, Growth, Structure and Management of Trade Unions, Recognitions, Leadership, Trade Union, Employers' Organisations in India, Managerial Associations.

Unit III

Collective Bargaining & Worker's Participation in Management Theories, Prerequisites, Process, Negotiating Skills and Strategies, Agreement-content, Validity, Implementation, Productivity Bargaining, Growth of Collective Bargaining in India, Workers' Participation in Management Concept, Purpose and Practices in other countries; Workers' Participation Schemes in India – Works Committee, Joint Management Council, Worker – Director, Shop Council and Joint Council.

Unit IV

Laws relating to Social Security: Workmen's Compensation Act, 1923; Employees' State Insurance Act, 1948; Employees' Provident Funds & Misc. Provisions Act, 1952; Maternity Benefit Act, 1961; Payment of Gratuity Act, 1972.

Unit V

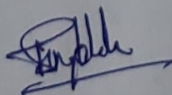
Laws relating to Remuneration: Payment of Wages Act, 1936; Minimum Wages Act, 1948; Payment of Bonus Act, 1965; Equal Remuneration Act, 1976.

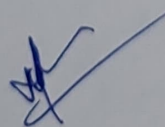
Course Outcomes:

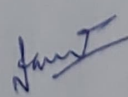
1. Demonstrate descriptive knowledge of the field of industrial relations.
2. Analyze the dynamic legal context in which employment relationships are enacted.
3. Recognize and consider the social, historical and equity issues within industrial relations.
4. Develop and evaluate critically the analysis of various industrial issues within the periphery of industrial laws and legislations.
5. Apply aspects of employment law to real workplace situations.

Suggested Text & Reference Books:

1. Marchington, M.: Managing Industrial Relations, McGraw Hill.
2. Monappa, Arun: Industrial Relations, Tata McGraw Hill.
3. VenkataRatnam, CS: Industrial Relations, OUP
4. Agarwal, S. L.: Labour Relations Law in India, McMillan
5. Pathak, A.: Legal Aspects of Business, Tata McGraw Hill
6. Garg, Ajay.: Labour Laws One should Know, Nabhi Publication









MB0114

E-HRM

Course Objective:

This course provides a thorough introduction to the field of electronic human resource management (e-HRM), a combination of two major management fields that impact the competitive advantage of companies—human resources and technology. Case studies involving the emerging trends in e-HRM will provide an enlightenment towards the real-world perspectives of e-HRM.

Unit I

Evolution of Human Resource Management; The Role of Technology in HR: nature & importance; e-HRM: Definition & Concept; Areas of e-HRM; Assessing Organizational Needs for e-HRM

Unit II

Information System Applications in Human Resource Management: Difference between e-HRM, Virtual HRM, HRIS, etc.; Determinants of e-HRM; Phases of e-HRM; Systems Considerations in Planning for an e-HRM; Justifying e-HRM investment;

Unit III

e-HRM applications and their advantages: e-employee profile, e-recruitment, e-selection, e-learning; e-training & development, e-performance management, e-compensation; HR Administration and e-HRM

Unit IV

e-HRM models; Human Resource Planning; e-HRM Perspective to Organizational Effectiveness: Talent Management and e-HRM, Employee engagement & e-HRM

Unit V

Implementation, Integration, and Maintenance of e-HRM, Elements for successful implementation; challenges and opportunities of E-HRM; e-HRM in large and small organizations: Cases & Exercises

Course Outcomes:

Students will:

1. Understand the transformation of HR through IT and Web Technology
2. Differentiate between different types of information systems in an organization for effective decision making in the Human Resources Management functional area and explain its relationship with the various other activities of the organization.
3. Understand how e-HRM is implemented for various levels in an organization.
4. Move from doing HR activities to Information Craftsmanship so that HR function will provide information of strategic value to an organization.
5. Understand how e-HRM with its many features and functions can support the business

Suggested Text & Reference Books:

1. Mohan Thite (2018), "e-HRM: Digital Approaches, Directions & Applications", Routledge
2. Tanya Bondarouk, Huub Ruël, J. C. Looise (2011), "Electronic HRM in Theory and Practice", Emerald Group Publishing



Marketing

MBA0221

Consumer Behavior

Course Objectives:

The objectives of this course are:

1. To develop an understanding of consumer behavior from a variety of perspectives (multicultural, interdisciplinary, etc.).
2. To develop an understanding of peoples' consumption-related behaviors and to develop and evaluate marketing strategies intended to influence those behaviors.
3. To develop understanding of concepts in consumer behavior. To develop ability to apply the concepts to strategic marketing decisions.
4. To develop ability to conduct research in consumer behavior.

Unit I

Introduction to Consumer Behavior: Evolution of consumer behavior, understanding consumers and market segments, consumer behavior and marketing strategy, psychographic dimensions, consumer motivation, perception, personality, information processing, attitude formation and attitude change.

Unit II

Social and Cultural Environment: Economic, demographic, cross cultural and socio-cultural influences, Cultural relevance to marketing decisions, Characteristics of culture, Cultural Values, Cultural Changes, Cross cultural understandings social stratification, reference groups and family influences, personal influence. Family: Role & Structure, Family Life Cycle, purchasing decisions, changing role of families.

Unit III

Communication and Consumer Behaviour: Components of communications process, designing persuasive communication and diffusion of innovations, Models of buyer behavior, Howard model, Howard- Sheth model, EKB model, Webster and wind model and Sheth industrial buyer behavior model. Consumer Decision Processes: High and low involvement, pre-purchase processes, purchase, post purchase processes, consumption and evaluation, brand loyalty and repeat purchase behavior.

Unit IV

Consumerism: The roots of consumerism, consumer safety, consumer information, environmental concerns, consumer privacy, legislative responses to consumerism and marketer responses to consumer issues. Consumer Protection: Consumer protection act 1986, central consumer protection council, state consumer protection councils, consumer disputes redressal agencies, consumer disputes redressal forum, national consumer disputes redressal commission.

Unit V

Customer Relationship Management: Facets and elements of CRM, CRM process, Importance of CRM, planning and managing CRM programme. TRENDS IN CRM: e-CRM Solutions –Data Warehousing, Data mining for CRM –an introduction to CRM software packages. Customer Loyalty: Concept of customer loyalty, customer value assessment, customer retention strategies, CRM in services, E-CRM.



Course Outcomes:

The learning outcomes of this course are:

1. Learn key concepts and theories of consumer behaviour.
2. Learn psychological theories relevant for understanding consumer behavior.
3. Learn how various environmental factors influences consumer behavior and how it influences consumer behavior.
4. Understand applications of important concepts and theories in developing viable marketing strategies. Be able to develop appropriate marketing strategies for different segments of consumers.

Suggested Text & Reference Books:

1. Schiffman L G/ Kanuk L L, Consumer Behaviour, Pearson Education
2. Peter J P/ Olson J C, Consumer Behaviour, Tata McGraw Hill
3. Gupta SL/ Sumitra Paul, Consumer Behaviour: An Indian Perspective, Sultan Chand & Sons
4. Solomon M R, Consumer Behaviour, Prentice Hall
5. N. VenkatRao, P. Naga Raju (2011), Consumer Behaviour, Students Helpline Publishing House Private Limited, Hyderabad.
6. Hawkins, Best, Coney (2009), Consumer Behaviour Building Marketing Strategy, Tata McGraw Hill, New Delhi.
7. Henry Assael (2009), Consumer Behaviour, Willey India, New Delhi.
8. Deon (2009), Buyer Behaviour, Oxford University Press, New Delhi.
9. Leen G. Schiff man, L.H. Kanuk (2009), Consumer Behaviour, Pearson Education, India.



MBA0222

Service Marketing

Course Objectives:

The objectives of this course are:

1. This course provides an understanding of how marketing is practiced in service organizations.
2. The course examines the marketing in industries that deals basically in services, along with the perspective of all organizations, irrespective of the sector in which it operates.
3. To understand what quality means in service delivery and how perceptions of service quality are developed by customers
4. To appreciate the differences between services and physical goods and to understand how these differences translate into strategic direction and explore the global perspective of service marketing.

Unit I

Understanding Services Marketing: Introduction, services in the modern economy, classification of services, marketing services vs physical services, services as a system, marketing mix of service. Customer relationship marketing, the nature of service consumption, understanding the customer needs and expectations, strategic response to the intangibility of service performances.

Unit II

Services Market Segmentations: Service quality, understanding customer expectations and zone of tolerance, segmenting, targeting, managing perishability, process of market segmentation, selecting the appropriate customer portfolio, creating and maintaining value relations, customer loyalty. Positioning a service in the market, value addition to the service product, planning and branding service products, new service development.

Unit III

Pricing Strategies for Services: Service pricing, establishing monetary pricing objectives, foundations of pricing objectives, pricing and demand, putting service pricing strategies in to practice. Service promotion, the role of marketing communication, implication for communication strategies, setting communication objectives, marketing communication mix, external marketing, word of mouth communication, interactive marketing.

Unit IV

Planning and Managing Service Delivery: Employee's roles in service delivery, customer's roles in service delivery, delivering service through intermediaries and electronic channels, managing demand and capacity. Creating delivery system in price, cyber space and time, the physical evidence of the service space, the role of intermediaries, enhancing value by improving the quality and productivity

Unit V

Marketing Plans for Services: The marketing planning process, strategic context, situation review, marketing strategy formulation, resource all occasions and monitory marketing planning and services, Service deficiencies, consumer grievance recovery strategies. Services in e-platforms: Recent Trends in online and e- service platforms, Principal Driving Forces and business strategies of on-line services, Key Decision area and Services Strategies



Course Outcomes:

The learning outcomes of this course are:

1. Students will be able to know in detail about the service sector and apply the 7Ps of Service Marketing.
2. Students will understand what quality means in service delivery and how perceptions of service quality are developed by customers.
3. Students will be able to explain service blueprinting, the integration of new technologies and other key issues of today's customer service provider and service managers.
4. Students will be able to identify critical issues in service design and service delivery including managing customer service. Identify critical issues in service design including nature of the service product and marketing.

Suggested Text and Reference Books:

1. Lovelock C, Service Marketing, Pearson Education
2. Venugopal V/ Raghu V N, Services Marketing, Himalaya Publishing House
3. Apte G, Service Marketing, Oxford University Press
4. Jha S M, Service Marketing, Himalaya Publications
5. Kandampully J A, Service Management, Pearson Education
6. K. Rama MohanaRao (2009), Services Marketing, Pearson Education, New Delhi
7. ValeriZeithmal, MaryJoBunter (2009), Services Marketing, Tata McGrawHill, New Delhi.
8. B. Sudhir, JawaharBabu, Subrahmanyam (2010), Services Marketing, Students helpline Publishing House Private Limited, Hyderabad.
9. Christopher Lovelock (2009), Services Marketing, Pearson Education, New Delhi.
10. Christian Gronrose (2009), Services Management and Marketing, Maxwell Macmillan, New Delhi.
11. Kenneth E. Clow, David L. Kurtz (2009), Services Marketing, Wiley India, New Delhi.



Course Objectives:

The objectives of this course are:

1. To give marketing students, an overview and understanding of sales and distribution function in business and other disciplines.
2. To discuss various aspects of the sales function ranging from various sales organization structures to the role of the sales manager in improving sales by hiring, training, motivating and leading the sales force.
3. To understand the inter-dependence and relationship amongst channels of distribution. Understanding how sales and distribution fits into the big picture of marketing and how these aspects can be combined to achieve organizational goals.
4. To analyse decision alternatives and planning and implementation of Sales and marketing programs.

Unit I

Introduction: Nature, scope and meaning of sales management, evaluation of sales management, roles, types and skills of sales managers, sales objectives, strategies and tactics, emerging trends sales management, linking sales and distribution management, psychology and selling-buying decisions, sales knowledge and sales related marketing policies-sales process, transactional and relationship selling.

Unit II

Management of Sales: Concept of sales organization, types of sales organization structures, specialization with in sales organization, sizing and staffing the sales force, training and motivating sales force, compensating and leading sales force, sales force expenses, marketing audit, sales force audit, evaluation of sales organization, evaluating and controlling the performance of sales force.

Unit III

Analyzing Market Demand and Sales Potential: Strategic planning, role of marketing and sales, marketing and personal selling strategies, sales strategy, developing sales forecast, forecasting approaches, sales budget. Preparation of Sales Budget, Sales Quota and Designing Sales Territories. Sales Organization, Designing the Structure and Size of Sales Force, Recruitment and Selection of Sales Force, Motivating, Training and Compensating the Sales Force, Evaluation and Analysis of sales force.

Unit IV

Distribution Channel: Introduction, importance, types, functions, and design of Channels. Overview of Channel Management decisions, Channel conflict and resolution. International channels of Distribution. Major modes of transportation, Multimodal Transport System- Overview, Containerization, Multimodalism in India. Third Party Logistics- Service providers, Risks of Outsourcing and risk management.

Unit V



Distribution Management: Indian distribution system; distribution logistics; distribution costs and control; role and functions of intermediaries; selection and motivation of intermediaries. Participants in physical distribution process, Channel Intermediaries – Wholesaling and Retailing. Channels for Consumer goods, Industrial Goods & Services – Integrated Marketing Channels – Horizontal, Vertical, and Multi-channel marketing Systems - International Marketing Channels. Marketing Channel Policies and Legal Issues.

Course Outcomes:

The learning outcomes of this course are:

1. To create awareness about the inter-dependence and relationship amongst channels of distribution.
2. To make students familiarize with the concepts, approaches and the practical aspects of the key decision-making variables in sales force and distribution channel management.
3. To make students understand formalized sales process companies use to manage the decision process behind a sale.
4. To develop conceptual and practical knowledge to manage channels for enhanced performance.

Suggested Text & Reference Books:

1. Jobber, D. & Lancaster, G. (2008). Selling and Sales Management. New Delhi: Pearson Education.
2. Still, Richard R., Cundiff, E. W. & Govoni, N. (2007). Sales Management – Decision, Strategies and Cases. New Delhi: Pearson Education/Prentice Hall of India.
3. Spiro, R., Stanton, W. and Rich, G. (2003). Management of a Sales Force. New Delhi: McGraw Hill.
4. Kapoor, S. K., & Kansal, P. (2006). Basics of Distribution Management. New Delhi: Prentice Hall of India.
5. Rosenbloom, B. (2008). Marketing Channels: A Management View. New Delhi: Thomson Learning.
6. Dalrymple, D. J., Cron, W. L. & Decarlo, T. (2005). Sales Management. New Delhi: John Wiley & Sons (Asia) Pvt. Ltd.
7. Still Cundiff, Govani: "Sales Management – Decision, Strategies and Cases" Prentice hall 2009.



MB0224

Advertising & Promotion Management

Course Objectives:

The objectives of this course are:

1. To provide basic principles and practices of advertising that emphasizes creative/media strategy decision processes and historical, social, and economic influences.
2. To provide an appreciation of the range of the tools available for marketing communication.
3. To familiarize the student with the practice of promoting market for products through advertisements and sales promotion.
4. To develop managerial perspective and an informed decision-making ability for effective and efficient tackling of advertising situation and creativity.

Unit I

Overview of Advertising Management: Introduction, Meaning and Framework of Advertising; Defining Advertising; Advertising to Persuade the Buyer; Importance of Advertising in Marketing; Role of Advertising in Marketing Mix and Positioning; Advertisers and Advertising Agencies; Choosing an Advertising Agency.

Unit II

Structure of an Advertising Agency: Introduction, Overview of an Advertising Agency; Departments of an Advertising Agency, Creative department, Media department, Client servicing department, Marketing research department; Ancillary Services; Setting Advertising objectives: Introduction, Marketing Objectives; Advertising Objectives, Sales-oriented/ Behavioural objectives, Communication-oriented objectives.

Unit III

Understanding Persuasive Messages: Introduction, Communication Response Hierarchy, Securing Attention; Interpretation and Processing of Information; Persuasion; Attitude Change, Factors that influence or change attitudes; Theories of Advertising, Advertising Copy and Design strategy: Introduction, Advertising Copy, Types of advertising copy.

Unit IV

Media Planning: Introduction, Media Objectives; Media Options; Measuring Media Audiences; Determining Media Weight; Media Schedule Decisions; Space and Time Buying; Cost Considerations; The Role of a Media Planner and a Media Buyer; Media Trends.

Unit V

Advertising Budgets: Introduction, Factors Influencing Budget Setting, Typical Spending Patterns, Common Budgeting Approaches, Budgeting Methods, Decision Support System (DSS), Structure of DSS, Allocating the Marketing Communication Budget, Laws for Protection against Malpractices: Introduction, Civil and Penal Codes Applicable to Advertising; Laws Relating to Intellectual Property Rights; Consumer Protection and Consumer Protection Act, 1986.

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Course Outcomes:

The learning outcomes of this course are:

1. Understand the concept of advertising and discuss the basic economic impact of advertising.
2. Explain the different job functions and responsibilities of those employed in advertising.
3. Understand the concepts, tools and techniques relevant to advertisement management and recognize some of the social and ethical implications of advertising.
4. Recognize some of the forms of advertising regulation and go through the complexities of advertisement creativity and solve the strategic communication mix problems faced by media managers

Suggested Text and Reference Books:

1. Belch, G. E., & Belch, M. A. (2005). Advertising and Promotion. Delhi: Tata McGraw- Hill Publication.
2. Kazmi, S. H. H. & Batra, S. K (2008). Advertising and Sales Promotion. New Delhi: Excel Books.
3. Batra, R. & Myers, J. G. (2006). Advertising Management. Delhi: Prentice Hall of India.
4. Jethwaney, J., & Jain, S. (2006). Advertising Management. New Delhi: Oxford University Press.
5. Wells, W., Burnett, J., & Moriarty, S. (2002). Advertising Principles and Practice. Delhi: Prentice Hall of India.
6. Batra, R. & Myers, J. G. (2006). Advertising Management. Delhi: Prentice Hall of India.
7. Jethwaney, J., & Jain, S. (2006). Advertising Management. New Delhi: Oxford University Press.
8. Wells, W., Burnett, J., & Moriarty, S. (2002). Advertising Principles and Practice. Delhi: Prentice Hall of India.



Operations

MB0331

Total Quality Management

Course Objectives:

1. To understand the Total Quality Management concept and principles
2. To understand the various tools available to achieve Total Quality Management.
3. To understand the statistical approach for quality control.
4. To evaluate and explore the principles of quality management within quality management systems
5. To select and apply relevant tools and techniques for controlling, improving and measuring quality

Unit I

Definition of Quality; Types of quality; Relation b/w quality & cost; Productivity, Quality Leadership and business strategy, Dimensions of quality, Basic concept of TQM, Principles of TQM, Quality Council, Quality Costs – Analysis & techniques for Cost control of Quality, Barriers of TQM Implementation.

Unit II

Deming Philosophy on quality, JURAN Trilogy, PDCA cycle, Control of quality, control of Quality, quality planning and sales income, Strategic Quality Management, Designing for quality.

Unit III

Quality function, Coordination of quality activities for cross Functional Aspects; developing a quality culture, Standardization of Corporate Wide Method for Cutting cost, Role of Upper, Middle management and workforce & Quality Director, Quality Circles.

Unit IV

The seven tools of quality, Concept of six sigma, New seven Management tools, Kaizen, Just In Time, Taguchi methods, Recent techniques of quality improvements.

Unit V

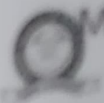
Need for ISO 9000 and Other Quality Systems, ISO 9000:2000 Quality System – Elements, Implementation of Quality System, Documentation, Quality Auditing, TS 16949, ISO 14000 – Concept, Requirements and Benefits.

Course Outcomes:

On successful completion of the course students will be able to:

1. Understand the fundamental principles of Total Quality Management
2. Choose appropriate statistical techniques for improving processes
3. Write reports to manage statistical describing processes and recommending ways to improve them
4. Develop research skills that will allow them to keep abreast of changes in the field of Total Quality Management
5. Emphasize the process of learning and discovery rather than the presentation of fact.

Suggested Text & Reference Books:



1. Dale H. Besterfield, et al., "Total Quality Management", Pearson Education, Inc. 2003. (Indian reprint 2004). ISBN 81-297-0260-6.
2. James R. Evans & William M. Luby, "The Management and Control of Quality", (5th Edition), South-Western (Thomson Learning), 2002 (ISBN 0-324-06680-5).
3. Feigenbaum, A.V. "Total Quality Management", McGraw-Hill, 1991.
4. Oakland, J.S. "Total Quality Management", Butterworth Heinemann Ltd., Oxford, 1989.
5. Narayana V. and Sreenivasan, N.S. "Quality Management - Concepts and Tasks", New Age International 1996.
6. Zeiri, "Total Quality Management for Engineers", Wood Head Publishers, 1991.
7. Lt. Gen. H.Lal, "Total Quality management", Wiley Eastern Limited, 1990.
8. Greg Bounds, "Beyond Total Quality Management" McGraw Hill, 1994. J. Munro, H.G.
9. "TQM in New Product manufacturing", McGraw Hill 1992.



MB0332

Project Management

Course Objectives:

Project Management is a broad multi-level activity. The objectives of this course are:

1. To provide a thorough understanding of its various essentials to the student.
2. To apply criteria of selection for identification of a project and carry out a rational appraisal.
3. To do project planning and be familiar with project control systems.
4. To develop the thorough understanding of the subject, tools and techniques used for managing projects.

Unit I

Introduction to Project, Project Management and Project managers, Functions of Project Managers, PM as a Profession, Project Goals, Functions; Categories of Projects, Phases of Project Management, Project Life Cycle, Project Environment, The 7S of Project Management.

Unit II

Criteria for selection: Checklist Model, Scoring Model, Analytic Hierarchy Process, Profile Model; identification of the project; Request for Proposal; Project appraisal: Technical, Commercial, Economic, Financial and Management appraisal; Feasibility Study: Project Selection and Criteria (qualitative and quantitative): Cost Benefit Analysis, NPV, IRR, Payback period, etc.

Unit III

Project Organization: Pure, Matrix, Mixed; Project Planning: Planning steps, Master plan; Defining Project Scope, Developing Work Breakdown Structure, Project Activity, Project Coordination, Scheduling Charts; Schedule, Gantt Charts, Project Evaluation Techniques, PERT, CPM, Critical Chain Method & Critical Chain Project Management.

Unit IV

Social Cost Benefit Analysis Project Cash Flow, Cost of Capital, WACC, Cost Estimating Process, Budgets and Estimates; Cost-Time Overrun; Risk analysis.

Unit V

Project Control Process & techniques: Cybernetic controls, Go-No-go Controls, Post controls; Project Quality Control; Project Closure; Project Termination; Project Audit, Abandonment Analysis.

Course Outcomes:

1. To make students get acquainted with contemporary project management tools
2. To make students explore the application of tools to sharpen their project management skills.
3. To develop an understanding of various projects and attributes of their success and failure.
4. To assess the risks involved in modern times projects and develop mitigation strategies to deal with them.

Suggested Text and Reference Books:

1. Gray & Larson (2008), Project Management, Tata McGraw-Hill
2. Harvard Business School Press (2007), The Essentials of Project Management (for HR Professionals)
3. Kerzner (2008), Project Management, John Wiley
4. Nicholas and Steyn (2008), Project Management for Business, Engineering, & Technology, Elsevier India



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5. Pinto (2009), Project Management: Achieving Competitive Advantage, Pearson India, Delhi.
6. Kloppenborg (2009), Contemporary Project Management, Cengage.
7. Maylor (2008), Project Management, Pearson India
8. Meredith, Mantel, (2008), Project Management, Wiley India
9. Nagarajan (2008), Project Management, New Age Publishers

MB0333

Production Planning & Control

Course Objectives:

The objectives of this course are:

1. To understand the various components and functions of production planning and control such as work study, product planning, process planning, production scheduling, Inventory Control.
2. To understand the Sales and Operations Planning-how to link strategic goals to production by developing an overall business plan which integrates the various functional planning efforts
3. to develop, manage and control all aspects of an effective and efficient production planning and control system
4. to develop and use an effective Production Activity Control system in order to ensure the execution of materials plans, reduce WIP, inventories and lead times, and meet customer service goals

Unit I

Introduction: Types and characteristics of production systems Objective and functions of Production, Planning & Control, Place of production, Planning in Engineering, manufactures organization. Preplanning: Forecasting & Market Analysis. Factory Location & Layout, Equipment policy and replacement. Preplanning production, capacity planning.

Unit II

Production Planning: Aggregate Planning, MPS, Material Resource Planning, Selection of material methods, machines & manpower. Routing, Scheduling and Dispatching and its sheets & charts, Production Line Balancing

Unit III

Production Control Systems-Loading and Scheduling-Master Scheduling-Scheduling Rules-Gantt Charts-Perpetual Loading-Basic scheduling problems - Line of balance - Flow production scheduling-Batch Production Scheduling-Product sequencing-Production Control Systems-Periodic Batch Control-Material requirement planning Kanban - Dispatching-Progress reporting and expediting-Manufacturing lead Time-Techniques for aligning completion times and due dates.

Unit IV

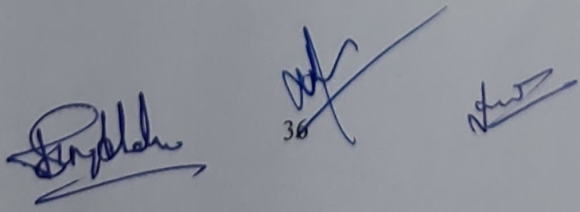
Production and Inventory Control: Progress control through records and charts. Types of inventories, Inventory Classification. Inventory Control under constraints Economic lot (batch) size. Trends in purchasing and store keeping, JIT production MRP II, comparison of Push & Pull systems, ERP, CAPP

Unit V

Productivity: Importance, Productivity patterns, productivity measurements & ratios, improvement-maintenance process. 3 Human Factors & Ergonomics: Human abilities, Training & motivation safety programs, workplace design & working conditions.

Course Outcomes:

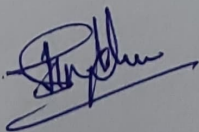
- Upon completion of this course, the students can able to prepare production planning and control activities such as work study, product planning, production scheduling, Inventory Control.



They can plan manufacturing requirements manufacturing requirement Planning (MRP II) and Enterprise Resource Planning (ERP).

Suggested Text & Reference Books:

1. Jain. K.C. and Aggarwal. L.N., Production Planning Control and Industrial Management, Khanna Publishers, 1990.
2. James. B. Dilworth, Operations management – Design, Planning and Control for manufacturing and services McGraw Hill International edition 1992.
3. Chary. S.N., Theory and Problems in Production and Operations Management, Tata McGraw Hill, 1995.
4. Elwood S. Buffa, and Rakesh K. Sarin, Modern Production / Operations Management, 8th Edition John Wiley and Sons, 2000.
5. Kanishka Bedi, Production and Operations management, 2nd Edition, Oxford university press, 2007.
6. Melynk, Denzler, Operations management – A value driven approach Irwin McGraw hill.
7. Norman Gaither, G. Frazier, Operations Management 9th Edition, Thomson learning IE, 2007
8. Samson Eilon, Elements of Production Planning and Control, Universal Book Corp. 1984





Course Objectives:

1. To understand the key concepts of service operation.
2. To analyze the process of service designing.
3. To understand various models of service quality
4. To understand increasing roles of services in driving economies.
5. To understand underlying concepts of service management and developing ability to design service delivery systems to fulfill needs of various customers.
6. To develop perspectives of services across variety of contexts.

Unit I

Introduction of service operations management, types of services and processes, service matrix, Understanding the nature of services, Aligning service strategy and service competitiveness.

Unit II

New Service Development - Designing of Service Delivery Mechanism, Service design, development & automation, Managing human resource in services, Service encounter

Unit III

Service Quality: Concept and Models; Service recovery and Service guarantee, Service facility design and facility location, Demand Management in Services, Capacity Management or Supply Management in Services,

Unit IV

Complaint management, Service Encounter, Productivity and Performance measurement, Service Inventory Management, Service Supply Chain Management, Global trends in services sector.

Unit V

Queuing System: Introduction & characteristics, Application of simulation in service operations management, Vehicle routing and scheduling; Services management in IT/ITES sectors: Call Centre Operations, Web-enabled Services, ERP enabled Services, Tele marketing.

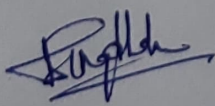
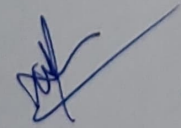
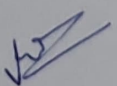
Course Outcomes:

- After completion of the course, the students are expected to be provided with:
1. An overview of Service and Operations Management as management function in general.
 2. An understanding of the impact of Operational Capability on decision making and options in Business Strategy and the linkage to Operations Strategy.
 3. An understanding of the different types of operations process types on which operational capability can be based and the strategic implications of the process choice decision.
 4. An understanding of the relationship between Business Strategy, Operations Strategy, Process Type, Organization and Control structures the impacts these have on managerial decision making and choices.

Suggested Text & Reference Books:

1. Richard B. Chase, Operations management, TMH.
2. Robert Johnston, Service Operations Management: Improving Service Delivery, Pearson
3. Kanishka Bedi, Production and operations management, Oxford

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4. SN Chary, Production and operations management, TMH.
5. Fitzsimmons, J.A. and Fitzsimmons, M.J. (2014), Service Management: Operations, Strategy, Information Technology, 7th, McGraw-Hill: New Delhi
6. Metters, R., Metters, K.K. and Pullman, M. (2008), Service Operations Management, Cengage Learning: New Delhi.
7. C. Haksever, Render B., Russel S. R. and Murdick R. G. (2007), Service Management and Operations, 2nd Ed. Prentice Hall.

Finance

MB0441

Investment & Portfolio Management

Course Objectives:

This course is based on the premise that an intelligent lay investor does not suffer any handicap vis-a-vis sophisticated professionals. It also seeks to impart intellectual framework for investment decision making by Portfolio Management.

Unit I

Investment – meaning, nature and scope of investment analysis – elements of investment - types of investments, analysing various investment opportunities.

Unit II

Macro-economic analysis, industry analysis, Internal Value and Market Value of Various Securities, Comparison of Various securities in Capital and Money Market and Internal Value and Market Value of Firm.

Unit III

Bond Market: Bonds - Fundamentals of bond, valuation; Interest rates, spot rate, forward rate and yield curve Bonds - Term structure of interest rates Bond.

Unit IV

Derivative Analysis: Structure of Derivative Markets, Forwards, Futures, Options, Swap. Market Characteristics, Futures and Options Contract Specifications, Underlying Asset, Contract size and Delivery Specifications.

Unit V

Portfolio Management, Portfolio Theory, Portfolio Criteria, Efficient Set Portfolio Selection.

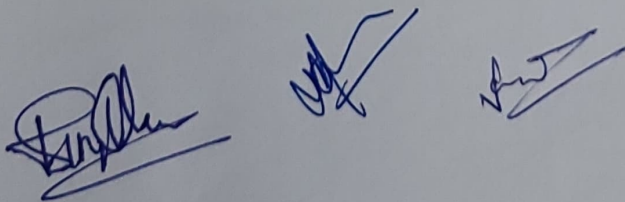
Course Outcomes:

After successful completion of this course, students would be able to:

1. Describe the characteristics of various investment alternatives available to investors.
2. Understand how the securities market functions.
3. Explain the techniques used by professionals for analysing and valuing investment alternatives.
4. Explain how financial derivatives, viz. options and futures, are valued.
5. Understand the framework for portfolio management.
6. Offer a set of guidelines for investors with varying inclinations.

Suggested Text & Reference Books:

1. Financial Institutions & Market by Bhole, 5th Edition, Tata McGraw Hill
2. Bodie, Kane and Marcus, Investments, 9th edition, TMH.
3. Prasanna Chandra, Investment Analysis & Portfolio Management, 6th Edition, TMH





Course Objectives:

The objective of the course is to understand the role of Financial Services in Business organizations and to give an insight into the strategic, regulatory, operating and managerial issues concerning selected financial services.

Unit I: Financial System:

Introduction to Indian and Global Financial System: Structure and Characteristics. Regulatory Institutions: SEBI (Security Exchange Board of India) and RBI (Reserve Bank of India). Capital Markets: Primary and Secondary Market, Structure, Nature, Significance and Players, Introduction to Money Market: Structure, Operations, Players, Treasury Bills, Commercial Papers, Certificate of Deposit, Gilt Edged Securities and REPO's. Introduction to Financial Institutions: SFC's & DFI's, their importance & scope (IDBI, IFCI, SIDBI). Credit Rating Agencies –importance and Issues

Unit II: Asset-Liability Management:

Asset Liability Management - Significance, ALM process. Techniques - Gap, Duration. Simulation, Value at Risk, Book value of equity and market value of equity perspective.

Unit III: Risk Management:

Risk Management in Banks - Credit risk management, Operational risk management, Market risk management, Corporate treasury management, Liquidity risk management, Governance risk and compliance.

Unit IV: Mutual Funds & e-banking:

Mutual Funds and Pension Funds, Insurance Services, Bank assurance, Reinsurances, Venture Capital -Private Equity -strategic secrets to private equity. Investment strategies, hedge funds, e-banking. Securitization -Indian Banking and the financial crisis, Asset Reconstruction Companies, Depositories, Credit Cards.

Unit V: Micro & Macro Finance Services:

Micro/ Macro finance, Financial Inclusion, Behavioral Finance, Leasing and Hire purchase. Factoring and Forfeiting, IFRS -Issues and Challenges.

Course Outcomes:

1. This will provide an introduction to the students about the financial services and their features.
2. This Course will also be helpful for the Management Students to know specific services in Indian Financial System.
3. Students will also come to know about merits and demerits of Securities of Capital and Money Market.
4. It examines the principles of the theory and practice of effective organizational policies for successful risk management.
5. Students will be able to know different financial services with e-banking concepts and various Funds available in the Market.
6. Students will be able to analysis different venture capital projects.



Suggested Text & Reference Books:

1. M.Y.Khan - Financial Services, 5e TMH 2009
2. BhartiPathak-Indian Financial System 2/e, Pearson 2010
3. R M Srivastava Dynamics of Financial Markets and Institutions in India, Excel Books, 2010
4. Gurusamy, Financial Markets and Institutions, 3e TMH 2008
5. Gopalswamy, Capital Market, 2008 Macmillan Publishers
6. Chary, Venture Capital: Concepts and Application, 2008, Macmillan Publishers

MB0443

Working Capital Management

Course Objectives:

This Course is designed to explain the concept and various prospects of Working Capital Management and the manner in which financial managers can use different Models of working capital to accomplish strategic corporate objectives. Also, the objective of this course is to prepare students for successful interaction with the topics related to Liquidity, Inventory, and Cash Management also. Focus will be placed on the behavior of Working capital and its importance in the process of supply of regular funds and to minimize overall cost of Working Capital.

Unit I
Working Capital Analysis: Concept of Working Capital Management, Importance of Working capital, Kinds of Working Capital, Factors determining working capital and Estimation of Working Capital Requirements

Unit II
Management of Cash: Motives for holding Cash and Marketable Securities; Cash System, Management of Cash Flows, Types of Collection systems, Cash concentration Strategies, Disbursement tools, Investment in Marketable Securities; Forecasting Cash flows

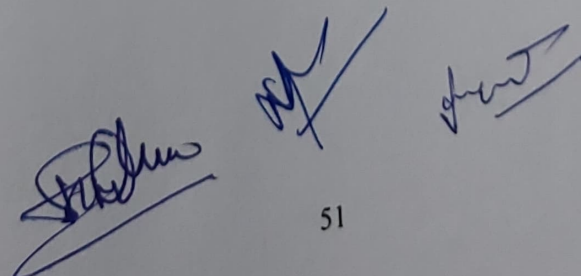
Unit III
Liquidity Management: Managing Corporate Liquidity and Financial Flexibility; Measures of Liquidity; Determining the Optimum level of Cash balances – Baumol Model, Miller-Orr Model, Stone Model

Unit IV
Receivables Management: Determining the Appropriate Receivable Policy, Marginal Analysis, Credit Analysis and Decisions related to Receivables Management

Unit V
Inventory Management: Kinds of Inventory, Benefits and Costs of Holding Inventories, Inventory Management and Valuation, Inventory Control Models; Short-term Financing

Course Outcomes:

- After successful completion of this course, students would be able to:
1. Describe the role and importance of Working capital in smooth conduction of Business.
 2. Understand how to optimize working capital operating cycle.
 3. Explain the techniques used to minimize cost of capital and focus on working capital Management.
 4. Explain how Inventory Costs can reduce with the proper management of Cash.
 5. Understand the framework for Overall working capital Management.





MB0444

Corporate Tax Planning & Management

Course Objectives:

The course module will help students to build skills across a number of areas central to the tax related affairs, including – better understanding of tax planning in practice, rationale behind taxability Policies and procedures related to corporate tax and clearly grasp the intricate provisions.

Unit I:

Tax Planning – Meaning, nature and scope; importance of tax planning for corporate sector; difference between tax evasion, tax avoidance, tax planning and tax management; justification of corporate tax planning and management.

Unit II:

Slab for corporate taxation; computation of corporate tax; set-off and carry forward of loss of specified business referred in section 35 AD; set off and carry forward of loss in case of certain companies; treatment of losses in speculation business.

Unit III:

Tax planning with reference to financial management decisions– capital structure decisions, dividend policy, bonus share, investments and capital gain; estimated income scheme – section 44 AD and section 44 AE.

Unit IV:

Concept of MAT, provisions and calculations under MAT; Evaluation of Indirect Taxes in India and its justification, principles, variant and methods of calculating Indirect Taxes (GST, etc.)

Unit V:

Depreciation – concept, slab for calculation, block of assets and tax planning with reference to depreciation; provisions and reliefs in relation to double taxation, double taxation avoidance agreement with other countries.

Course Outcomes:

After successful completion of this course, students would be able to:

1. Identify various tax related information and their proper analysis.
2. Advise on a range of complex high-net-worth business and company issues.
3. Determine and evaluate alternative available tax planning strategies.
4. Properly interpret the impact of taxation decision on corporate performance.

Suggested Text & Reference Books:

1. E.A.Srinivas, "Corporate tax planning", Tata McGraw Hill.
2. V.K.Singhania, "Direct tax planning and management", Taxmann publications.
3. Girish Ahuja, "Systematic approach to income tax", Bharat law house.