

MADANAPALLE INSTITUTE OF TECHNOLOGY & SCIENCE,
Madanapalle
(UGC-AUTONOMOUS)
www.mits.ac.in



DEPARTMENT OF MANAGEMENT STUDIES

Academic Regulations
Course Structure
AND
Detailed Syllabi
For the students admitted to

M.B.A. Regular Two Year P.G. Degree Programme from the academic year 2014-15



MASTER OF BUSINESS ADMINISTRATION

VISION AND MISSION OF THE INSTITUTION

Vision

Become a globally recognized research and academic institution and thereby contribute to technological and socio-economic development of the nation

Mission

To foster a culture of excellence in research, innovation, entrepreneurship, rational thinking and civility by providing necessary resources for generation, dissemination and utilization of knowledge and in the process create an ambience for practice-based learning to the youth for success in their careers.

VISION AND MISSION OF THE DEPARTMENT

Vision

To become a globally recognized center of excellence in the area of management by building managerial competencies and making them global business leaders further, the department aspires to make visionary leaders with new perspectives, thinking and ideas.

Mission

1. To Empower students with ability to face real time situation by providing high quality practical learning
2. To inculcate positive attitude towards socio cultural issues.
3. To provide sufficient infrastructure facilities to students
4. To expose students to continuous industry interactions
5. To improve research aptitude of students

PROGRAM EDUCATIONAL OBJECTIVES (PEOs):

1. To provide sound foundation in management education and impart necessary skills to the students to make them industry ready.
2. To instill analytical and problem solving skills to face real life industry problems.
3. To inculcate a sense of professionalism, ethical attitude, effective communication skills, multidisciplinary approach in the students with a strong insight to address socio-cultural issues.
4. To inculcating an environment for learning on a continuous basis to contribute to its chosen fields of specialization
5. To undertake the Research & Development work in the areas of management studies by utilizing the resources of Research and Development wing of institute

PROGRAM OUTCOMES (POs):

1. Prospective managers with a strong foundation in management principles and techniques
2. Skillful and well placed young managers in their chosen areas of interests.
3. Business managers with strong analytical and problem solving ability
4. Finance specialists with strong grip on financial planning and control.
5. Business leaders who can take decisions for complex business situations.
6. HR professionals proficiency in management of talent
7. Operations managers well versed in optimization tools and techniques
8. Marketing professionals with ability to manage existing products, innovate and launch new products
9. Strategists who can survive in most difficult environments
10. Information technology specialists who can successfully lead IT teams in organization

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UNIT I: BASIC CONCEPTS OF INCOME TAX

Basic Concepts, Assessee, Person, Income, Total Income, Assessment year and previous year. Residential Status of a company - Incidence of Tax - Incomes exempt from Tax applicable to Corporate Assesseees.

UNIT II: COMPUTATION OF TAX

Computation of Income from business, capital gains and income from other sources with reference to corporate assesseees (Problems).

UNIT III: CORPORATE TAXATION

Need, nature and scope - computation of taxable income – Carry forward and set off of losses - (Problems), Deductions from gross total income applicable to corporate assessee (Problems) - Tax incentives applicable to corporate assessee – problems on computation of taxable income of a company.

UNIT IV: TAX CONSIDERATIONS IN SPECIAL AREA

- a) Tax implications of foreign investments and collaborations.
- b) Mergers and amalgamations of companies.
- c) Capital structure and dividend policies.
- d) Depreciations other allowances.
- e) New industrial undertakings and tax relief.
- f) Personnel compensation plans.

UNIT V: TAX PLANNING

Concept of Tax planning, Tax avoidance, tax evasion, and tax management - significance of tax planning- Recognized methods of tax planning applicable to corporate assessee - Legal diversion of income from claiming maximum deductions - Implications of various tax planning methods on cash flows.

Text Books

1. Direct Taxes, Law and Practice - Bhagawathi Prasad - Vishwaprakasham – New Delhi.
2. Direct Taxes - Singhanian - Taxman Publications.
3. Income Tax - Law and practice - V.P. Gaur and D.B. Narang, Kalyani Publishers, Ludiana
4. Direct Taxes – Law and Practice – Dinkar Pagare, Sultan and Chand and sons, New Delhi.

Mode of Evaluation: Assignments, Seminars, Written Examinations

ACADEMIC REGULATIONS

(2014-15)

Applicable for students admitted to Master of Business Administration from 2014-15 batches onwards

1. Admission Procedure

Admission to the M.B.A program shall be made subject to the eligibility, qualifications and specialization prescribed by the University for MBA Program, from time to time. Admission shall be made either on the basis of merit rank obtained by the qualified candidates at an Entrance Test conducted by the State Council for Higher Education / University on the basis of ICET score, subject to reservations prescribed by the University or Government policies from time to time.

2. Programmes of Study

The M.B.A programme is offered with the approval from AICTE, APSCHE & JNTUA.

3. Program Pattern

- 3.1 The medium of instruction, examinations and project reports shall be English.
- 3.2 The entire program of study is for two academic years. All two academic years shall be on semester pattern.
- 3.3 A student admitted to a program should complete it within a period equal to twice the prescribed duration of the program from the date of admission.
- 3.4 The minimum instruction days for each Semester shall be 90.
- 3.5 A student eligible to appear for the end examination in a course, but absent or has failed in the end examination may appear for that course at the next supplementary examination when offered.
- 3.6 When a student is detained due to lack of credits/shortage of attendance he/she may be re-admitted when the semester is offered after fulfillment of academic regulations. In such case, he/she shall be in the academic regulations into which he/she is readmitted.
- 3.7 The curriculum of M.B.A. programme is designed to have a total of 120 credits for the award of M.B.A. degree.
- 3.8 Each course is assigned certain number of credits which will depend upon the number of lecture per week. In general, credits are assigned to the courses based on the following contact hours per week per semester.
 - a. For Theory Courses: One credit for each Lecture hour.
 - b. For Practical Courses: One credit for two hours of Practical OR
Two credits for three (or max. of four) hours of Practical.

4. Award of M.B.A Degree

A student will be declared eligible for the award of the M.B.A. Degree if he/she fulfils the

following academic regulations:

- 4.1 Pursue a program of study for not less than two academic years and in not more than four academic years.
- 4.2 Register for 120 credits and secure all 120 credits.
- 4.3 Students, who fail to fulfill all the academic requirements for the award of the degree within four academic years from the year of their admission, shall forfeit their seat in M.B.A program and their admission stands cancelled.

5. Attendance Requirements:

- 5.1 A student shall be eligible to appear for Semester End examinations if he/she acquires a minimum of 75% of attendance in aggregate of all the courses in a semester.
- 5.2 Shortage of Attendance below 65% in aggregate shall in NO case be condoned.
- 5.3 Condonation of shortage of attendance in aggregate up to 10% (65% and above and below 75%) in each semester may be granted by the College Academic Committee.
- 5.4 Students whose shortage of attendance is not condoned in any semester are not eligible to take their end examination of that class and their registration shall stand cancelled.
- 5.5 A student will not be promoted to the next semester unless he/she satisfies the attendance requirements of the present semester, as applicable. They may seek readmission for that semester when offered next.
- 5.6 A stipulated fee shall be payable towards condonation of shortage of attendance to the Institution.

6. Relative Weightage for Internal Evaluation and End Semester Examination

- a. The performance of a student in each semester shall be evaluated course-wise.
- b. Performance evaluation in each course (theory/ practical) shall be based on a total of 100 marks, of which the relative weightage for internal evaluation and end semester examination shall be 40% and 60% respectively.
- c. However, Audit courses shall be evaluated entirely on the basis of internal evaluation.

6.1 Internal Evaluation

- 6.1.1 The total internal weightage for theory courses is 40 marks with the following distribution.
 - a. 30 marks for Mid-term tests.
 - b. 10 marks for Assignments.
- 6.1.2 For all theory courses including audit courses (except NSS program) there shall be two mid-term tests in each semester. The duration of mid-term test shall be 2 hours. Four questions of equal weightage of 10 marks each shall be given out of which 3 questions from the respective units with internal choice and another one question shall be a case study which is compulsory. The marks obtained for four questions shall be interpolated to 30 marks and any fraction shall be rounded off to next higher mark. First mid-term test shall be conducted for I, II units of syllabus and second mid-term shall be conducted for III, IV & V units. The average marks secured from I & II mid-term tests shall be the final mid-term test marks.
- 6.1.3 In case any student is not able to appear for any one of the mid-term tests in any theory course for genuine reasons (for example; medical), the Principal at his discretion, on the

recommendation of Head of the department and the faculty concerned, shall permit to conduct one additional mid-term test. This shall be conducted after the second mid-term test of that course(s), only on submission of supporting evidence.

- 6.1.4** The 10 marks allotted to assignments in each theory course shall be based on evaluation of two assignments (5marks each), on topics relevant to that particular course. The first assignment is to be submitted before I mid-term test and the second assignment is to be submitted before II mid-term test. The assignments shall be submitted online through Moodle.
- 6.1.5** For practical (labs & workshops), there will be an internal evaluation for 50 marks on day to day work, based on conduction of experiment/prerequisite work/record/Viva. The weightage for each work shall be as follows:
- | | |
|---|------------|
| a. Observation & Conduction of Experiment | – 20 Marks |
| b. Record Work | – 20 Marks |
| c. Viva | – 10 Marks |
- 6.1.6** A candidate has to secure a minimum of letter grade P to be declared successful. The assessment will be made at the end of the semester instruction by a board consisting of two internal experts nominated by the HOD. However, there shall not be any End semester examination for practical courses.

6.2 Special clauses for certain courses

6.2.1 Statistical Methods for Managers with SPSS & Business Analytics

- 6.2.1.1** Related software tools like SPSS, MS-Excel shall be used for Statistical Methods for Managers with SPSS
- 6.2.1.2** Similarly software tools like SPSS, R, SAS, e-Views, MS-Excel etc., shall be used for Business Analytics
- 6.2.1.3** For the above two courses, the relative weightage for internal evaluation and end semester examination shall be 40% and 60% respectively.
- 6.2.1.4** For internal evaluation day to day work shall be evaluated for 20 marks by the course teacher concerned based on the reports/submissions prepared in the class. The remaining 20 marks shall be awarded on the basis of internal evaluation through a written test along with viva with equal weightage.
- 6.2.1.5** The end semester examination pattern for these two courses is similar to that of other courses, as per clause 6.3.
- 6.2.1.6** Students are allowed to use prescribed software on the systems and take the printout of the output to attach with the main answer script for evaluation by the examiners.

6.3 End Semester Examination

- 6.3.1** End semester examination of theory courses shall have the following pattern:
- 6.3.1.1** There shall be 6 questions of 10 marks each with a duration of 3 hours. and all questions shall be compulsory
- 6.3.1.2** Each of these questions from 1 to 5 (with internal choice) shall cover one unit of the syllabus. The 6th question shall be a case study without any internal choice.

6.4 Rural Immersion and Industry Project work:

- 6.4.1** A group of maximum of 5 students shall take up the rural immersion and Industry Project work in II year I semester.
- 6.4.2** Every project group required to submit a topic, that should be approved by the department
- 6.4.3** A candidate is permitted to register for the rural immersion and project work after satisfying

the attendance requirement of all the courses (theory and practical courses) of I Year

- 6.4.4 Two reviews shall be conducted for both rural immersion and Industry Project work.
- 6.4.5 Each student shall be allowed to take viva-voce examination of the rural immersion and Industry project, after fulfilling the attendance requirements.
- 6.4.6 If the report of the supervisor is satisfactory, viva-voce examination shall be conducted by a board consisting of the guide, Head of the Department and the examiner who adjudicate the thesis / dissertation. The board shall jointly report candidate(s) work in terms of grade.
- 6.4.7 If the report of the viva-voce is either Grade F or Ab the candidate shall retake the viva-voce examination after three months. If he/she fails to get a satisfactory report at the second viva-voce examination, he/she will not be eligible for the award of the degree, unless he/she is permitted by the IDC & Principal to revise and resubmit the thesis.

6.5 Project work:

- 6.5.1 Every candidate shall be required to submit the dissertation after taking up a topic approved by the college/ institute.
- 6.5.2 Registration of Project work: A candidate is permitted to register for the project work after satisfying the attendance requirement of all the courses (theory and practical courses of I to IV Semesters).
- 6.5.3 Out of a total of 200 marks for the dissertation, 40% weightage shall be for internal evaluation and 60% weightage for the end semester examination. The end semester examination (viva-voce) shall be conducted by an external examiner nominated by the Principal, HOD and Supervisor as a committee. The evaluation of dissertation shall be conducted at the end of the IV semester. The internal evaluation shall be made by the departmental committee, on the basis of the two seminars given by the student on the topic of his/her dissertation.
- 6.5.4 An Internal Departmental Committee (I.D.C) consisting of HOD, Supervisor and one internal senior expert shall monitor the progress of the project work.
- 6.5.5 The work on the project shall be initiated in the penultimate semester and the duration of the project is for one semester.
- 6.5.6 The student must submit status report at least in two different phases during the project work period. These reports must be approved by the I.D.C before submission of the Project Report.
- 6.5.7 A candidate shall be allowed to take viva-voce examination of the project, after fulfilling the attendance requirements.
- 6.5.8 Four copies of the Project / Dissertation certified in the prescribed form by the supervisor & HOD shall be presented to the HOD, one copy is to be forwarded to the Principal.
- 6.5.9 The department shall submit a panel of experts to conduct viva-voce examination to the academic section. However, the dissertation will be adjudicated by one examiner for every 20 students nominated by the Principal.
- 6.5.10 If the report of the viva-voce is either Grade F or Ab the candidate shall retake the viva-voce examination after three months. If he/she fails to get a satisfactory report at the second viva-voce examination, he/she will not be eligible for the award of the degree, unless he/she is permitted by the IDC & Principal to revise and resubmit the project.

6.6 Audit Courses:

An audit course is an educational term for the completion of a course of study for which a nominal assessment of the performance of the student is made without awarding grades. In this case, 'audit' indicates that the individual merely has received teaching and achieved a given

standard of knowledge of the subject, rather than being evaluated. A student who audits a course does so for the purpose of self-enrichment and academic exploration.

Regulations for Audit Courses:

- 6.6.1** Institution intends to encourage the students to do one audit course in II year II semester of their program. The students shall have the choice to opt for one audit course from the list given by the college.
- 6.6.2** Audit Courses shall bear no credits.
- 6.6.3** The details of audit courses shall be reflected in Grade card of the successful students
- 6.6.4** Attendance for audit courses is compulsory and shall be considered while calculating the aggregate attendance.
- 6.6.5** There shall be only internal assessment/evaluation for audit courses. The student shall be declared passed in audit courses when he/she secures 40% marks or above in the internal evaluation. If any student does not attain the required pass percentage, the student needs to re appear for the mid-term tests, as and when the college conducts them in subsequent semesters.
- 6.6.6** For practical oriented audit courses like NSS, evaluation shall be based on practical work, as judged by the coordinator of NSS, without any compulsory internal examination.

6.7 Massive Open Online Courses (MOOCs)

The college in line with the developments in Learning Management Systems (LMS) intends to encourage the students to do online courses in MOOCs, offered internationally. The main intension to introduce MOOCs is to obtain enough exposure through online tutorials, self-learning at one's own pace, attempt quizzes, discuss with professors from various universities and finally to obtain certificate of completion of the course from the MOOCs providers.

Regulations for MOOCs:

- 6.7.1** Institution intends to encourage the students to do one MOOC in each semester, in II year of MBA Programme.
- 6.7.2** The MOOC(s) shall be offered for the existing course titles (discipline core or discipline electives)
- 6.7.3** The department shall give a list of **standard** MOOCs providers among edx, Udacity, Coursera, NPTEL or any other standard providers, whose credentials are endorsed by the HoD.
- 6.7.4** The department also opts for MOOCs providers, after tallying at least 70% to 80% of syllabus of the MOOC with MITS syllabus.
- 6.7.5** In general, MOOCs providers provide the result in percentage. In such case, the departments shall follow the grade table given below, while providing CGPA for the MOOCs.

Letter Grade	Grade points	Absolute marks
O (Outstanding)	10	90 – 100

A+ (Excellent)	9	80 – 89
A (Very Good)	8	70 – 79
B+ (Good)	7	65 – 69
B (Above Average)	6	60 – 64
C (Average)	5	55 – 59
P (Pass)	4	50 – 54
F (Fail)	0	< 50
Ab (Absent)	0	

- 6.7.6** In case of any deviation from the clause 6.6.5, the committee appointed by the Principal shall take a decision for converting MOOC results in to the relevant grade points.
- 6.7.7** The Credits for MOOC(s) shall be same as given for the respective discipline core or discipline electives.
- 6.7.8** Each department shall appoint Coordinators/Mentors and allot the students to them who shall be responsible to guide students in selecting online courses and provide guidance for the registration, progress and completion of the same.
- 6.7.9** A student shall choose an online course (relevant to his/her program of study) from the given list of MOOCS providers, as endorsed by the teacher concerned, with the approval of the HoD.
- 6.7.10** The details of MOOC(s) shall be displayed in Grade card of a student, provided he/she submits the proof of completion of it or them to the department concerned through the Coordinator/ Mentor, before the end semester examination of the particular semester.
- 6.7.11** The Provisional Degree Certificate and/or consolidated grade sheet shall be issued only to those students, who have submitted proof of completion of MOOC(s), for the courses they have registered with.

7. Supplementary Examinations

At the end of each Semester there will be regular examinations for the current Semester. Those students who could not clear their courses in their previous attempt can appear for the examinations under supplementary category along with the regular students after registering themselves at the examination section. Supplementary examinations for all other Semesters, other than the current one will be conducted during the same period.

8. Re-Registration for Improvement of Internal Evaluation Marks

Following are the conditions to avail the benefit of improvement of internal evaluation marks.

The candidate should have completed the course work and obtained examinations results for I& II semesters.

- a. He/she should have passed all the courses for which the internal evaluation marks secured are more than 50%.

- b. In those courses in which the student has failed in the end semester examination due to internal evaluation marks secured being less than 50%, the candidate shall be given one chance for each theory course and for a maximum of **three** theory courses for improvement of internal evaluation marks.
- c. The candidate has to re-register for the chosen courses and fulfill the academic requirements.
- d. In the event of availing the Improvement of Internal evaluation marks, the internal evaluation marks as well as the end semester examinations marks secured in the previous attempt(s) for the reregistered courses stand cancelled.
- e. For each course, the candidate has to pay a fee equivalent to one third of the semester tuition fee and the amount is to be remitted in the form of DD in favour of the Principal, Madanapalle Institute of Technology & Science payable at Madanapalle along with the requisition.

8. Minimum Academic Requirements:

Students need to acquire necessary credits to get promoted to the subsequent academic year in addition to the attendance requirements mentioned in section no.5.

8.1 The minimum letter grade required for pass in each theory/practical/Seminar/Project work is P grade (internal evaluation + End Semester Examination). However a minimum of 40% (theory/Project Work) in end semester examination have to be secured.

8.2 Students, who fail to earn 120 credits as indicated in the course structure within four academic years from the year of their admission, shall forfeit their seat in M.B.A. Programme and their admission shall stand cancelled.

9. Transitory Regulations

Discontinued, detained or failed candidates are eligible for readmission as and when the semester is offered after fulfillment of academic regulations. Candidates who are detained due to shortage of attendance or for not fulfilling academic requirements or failed after having undergone the program in earlier regulations or have discontinued and wish to continue the program are eligible for admission into unfinished Semester from the date of commencement of class work with the same or equivalent courses as and when such courses are offered, subject to clause 4.3 and they will be in the academic regulations into which they get readmitted.

10. Withholding of Results

If the candidate has any dues to the institution or any case of indiscipline or malpractice pending against him/her, the result of the candidate shall be withheld and he/she shall not be allowed/promoted to the next semester. The issue of awarding degree is liable to be withheld in such cases.

11. Grading System

11.1 Letter Grade

11.1.1 Based on the student's performance during a given Semester, the students are awarded a final letter grade at the end of the Semester in each course. The letter grades and the corresponding grade points are as follows:

Letter Grade	Grade points	Absolute marks
O (Outstanding)	10	90 - 100
A+ (Excellent)	9	80 - 89
A (Very Good)	8	70 - 79
B+ (Good)	7	65 - 69
B (Above Average)	6	60 - 64
C (Average)	5	55 - 59
P (Pass)	4	50 - 54
F (Fail)	0	< 50
Ab (Absent)	0	

11.1.2 A student is considered to have completed a course successfully and earned the credits if he/she secures a letter grade other than F and Ab in that course. A letter grade F or Ab in any course implies that the candidate is yet to clear that course.

11.1.3 A course successfully completed cannot be repeated.

11.1.4 Grade Point Average (GPA) will be calculated according to the formula

$$GPA = \frac{\sum(C \times GP)}{\sum C}$$

where C = credits for the course, GP = grade points obtained for the course and the sum \sum is taken over all the courses taken in that Semester.

Cumulative grade point average [CGPA] averaged over all the courses is calculated for the award of class.

11.1.5 The following other GPAs are calculated on similar lines

1. SGPA = Averaged over all the courses taken in a particular Semester.
2. CGPA = Averaged over all the courses taken up to any given point of time.

11.2 Award of Class

The following Class is awarded to the student on successful completion of the M.B.A Degree Programme depending upon the CGPA obtained;

Class	CGPA	

First Class with Distinction	≥ 8.0	Based on the aggregate of grades secured from 120 Credits
First Class	$\geq 6.0 \ \&\lt; \ 8.0$	
Second Class	$\geq 4.0 \ \&\lt; \ 6.0$	

12. Student transfers

Student transfer shall be as per the guidelines issued by the Government of Andhra Pradesh from time to time.

13. General

- 13.1** The academic regulations should be read as a whole for purpose of any interpretation.
- 13.2** Malpractice rules nature and punishments are appended.
- 13.3** Where the words “he”, “him”, “his” occur in the regulations, they also include “she”, “her”, “hers”, respectively.
- 13.4** In case of any doubt or ambiguity in the interpretation of the above rules, the decision of the Principal is final.
- 13.5** The Institute, with the approval of the Academic Council, may change or amend the academic regulations / structure / credits / syllabi at any time and the changes or amendments shall be made applicable to all the students on rolls with effect from the dates notified by the Institute.

Disciplinary Action for Malpractices / Improper Conduct in Examinations

	Nature of Malpractices/Improper conduct	Punishment
	<i>If the candidate:</i>	
1. (a)	Possesses or keeps accessible in examination hall, any paper, note book, programmable calculators, Cell phones, pager, palm computers, blue tooth or any other form of material concerned with or related to the course of the examination (theory or practical) in which he/she is appearing but has not made use of (material shall include any marks on the body of the candidate which can be used as an aid in the course of the examination)	Expulsion from the examination hall and cancellation of the performance in that course only.
(b)	Gives assistance or guidance or receives it from any other candidate orally or by any other body language methods or communicates through cell phones with any candidate or	Expulsion from the examination hall and cancellation of the performance in that course only of all the candidates involved. In case of an outsider, he/she will be handed over to the police

	persons in or outside the examination hall in respect of any matter.	and a case is registered against him.
2.	Has copied in the examination hall from any paper, book, programmable calculators, palm computers or any other form of material relevant to the course of the examination (theory or practical) in which the candidate is appearing.	Expulsion from the examination hall and cancellation of the performance in that course and all other courses the candidate has already appeared including practical examinations and project work and shall not be permitted to appear for the remaining examinations of the courses of that Semester/year. The Hall Ticket of the candidate is to be cancelled.
3.	Impersonates any other candidate in connection with the examination.	The candidate who has impersonated shall be expelled from examination hall. The candidate is also debarred for four consecutive semesters from class work and all end examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat. The performance of the original candidate, who has been impersonated, shall be cancelled in all the courses of the examination (including practicals and project work) already appeared and shall not be allowed to appear for examinations of the remaining courses of that Semester/year. The candidate is also debarred for four consecutive Semesters from class work and all Semester end examinations if his involvement is established. Otherwise the candidate is debarred for two consecutive semesters from class work and all end examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat. If the imposter is an outsider, he/she will be handed over to the police and a case is registered against him.

4.	Smuggles in the Answer book or additional sheet or takes out or arranges to send out the question paper during the examination or answer book or additional sheet, during or after the examination.	Expulsion from the examination hall and cancellation of performance in that course and all the other courses the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the courses of that Semester/year. The candidate is also debarred for two consecutive Semesters from class work and all Semester end examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.
5.	Uses objectionable, abusive or offensive language in the answer paper or in letters to the examiners or writes to the examiner requesting him to award pass marks.	Cancellation of the performance in that course.
6.	Refuses to obey the orders of the any officer on duty or misbehaves or creates disturbance of any kind in and around the examination hall or organizes a walk out or instigates others to walk out, or threatens the officer-in charge or any person on duty in or outside the examination hall of any injury to his person or to any of his relations whether by words, either spoken or written or by signs or by visible representation, assaults the officer-in-charge, or any person on duty in or outside the examination hall or any of his relations, or indulges in any other act of misconduct or mischief which result in damage to or destruction of property in the examination hall or any part of the College campus or engages in any other act which in the opinion of the officer on duty amounts to use of unfair means or misconduct or has the tendency to disrupt the orderly conduct of the examination.	In case of students of the college, they shall be expelled from examination halls and cancellation of their performance in that course and all other courses the candidate(s) has (have) already appeared and shall not be permitted to appear for the remaining examinations of the courses of that Semester. If candidate physically assaults the invigilator or/ officer in charge of the examination, then the candidate is also barred and forfeit their seats. In case of outsiders, they will be handed over to the police and a police case is registered against them.
7.	Leaves the examination hall taking away answer script or intentionally tears of the script or any part thereof inside or outside the examination hall.	Expulsion from the examination hall and cancellation of performance in that course and all the other courses the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the courses of that Semester/year. The candidate is also debarred for

		two consecutive Semesters from class work and all Semester end examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.
8.	Possess any lethal weapon or firearm in the examination hall.	Expulsion from the examination hall and cancellation of the performance in that course and all other courses the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the courses of that Semester/year. The candidate is also debarred and forfeits the seat.
9.	If student of the college, who is not a candidate for the particular examination or any person not connected with the college indulges in any malpractice or improper conduct mentioned in clause 6 to 8.	Student of the colleges expulsion from the examination hall and cancellation of the performance in that course and all other courses the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the courses of that Semester/year. The candidate is also debarred and forfeits the seat. Person(s) who do not belong to the College will be handed over to police and, a police case will be registered against them.
10.	Comes in a drunken condition to the examination hall.	Expulsion from the examination hall and cancellation of the performance in that course and all other courses the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the courses of that Semester/year.
11.	Copying detected on the basis of internal evidence, such as, during valuation or during special scrutiny.	Cancellation of the performance in that course and all other courses the candidate has appeared including practical examinations and project work of that Semester examinations depending on the recommendation of the committee.
12.	If any malpractice is detected which is not covered in the above clauses 1 to 11 shall be reported to the Principal for further action to award suitable punishment.	

Note: Whenever the performance of a student is cancelled in any course/ courses due to Malpractice, he/she has to register for the End semester examination in that particular course/s consequently and has to fulfill all the norms required for award of Degree.

COURSE STRUCTURE AND DETAILED SYLLABI

Master of Business Administration

MBA - I YEAR I SEMESTER

COURSE CODE	I YEAR I SEMESTER COURSES	L	P	C
14MBA11T01	Management & Organisational Behaviour	4		4
14MBA11T02	Managerial Economics	4		4
14MBA11T03	Business Environment	4		4
14MBA11T04	Financial Accounting for Managers	4		4
14MBA11T05	Business Law & Regulation	4		4
14MBA11T06	Quantitative Techniques	4		4
14MBA11P01	Information Technology for Managers- (Practical)	0	4	2
14MBA11P02	Personality Development Workshop- I (Practical)	0	4	2
14MBA11P03	Communication in Business (Practical)	0	4	2
14MBA11P04	Industry Awareness / Current Affairs (Practical)	0	4	2
	Sub Total			32

MBA - I YEAR II SEMESTER

COURSE CODE	I YEAR II SEMESTER COURSES	L	P	C
14MBA12T07	Financial Management	4		4
14MBA12T08	Management Information Systems	4		4
14MBA12T09	Marketing Management	4		4
14MBA12T10	Production & Operations Management	4		4
14MBA12T11	Human Resource Management	4		4
14MBA12T12	Business Research Methods	4		4
14MBA12T13	Statistical Methods for Managers with SPSS	4		4

14MBA12P05	Personality Development Workshop-II (Practical)	0	4	2
14MBA12P06	Industry Project (Practical)	0	4	2
	Sub Total			32

MBA - II YEAR I SEMESTER

COURSE CODE	II YEAR I SEMESTER COURSES	L	P	C
14MBA114	Operations Research	4		4
14MBA115	Business Analytics	4		4
14MBA116	International Business	4		4
	Specialisation –A	4		4
	Specialisation –B	4		4
	Specialisation –C	4		4
	Specialisation –D	4		4
14MBA207	Research Project for Organisation (Practical)	0	4	2
14MBA208	Rural Immersions(Practical)	0	4	2
	Sub Total			32

MBA – II Year II Semester

Course Code	I SEMESTER COURSES	L	P	C
14MBA117	Strategic Management	4		4
14MBA118	Entrepreneurship Development & Project Management	4		4
	Specialisation –E	4		4
	Specialisation –F	4		4
	Audit Course	2		--
14MBA601	Project Work	0	08	08
	Sub Total			24
	Grand Total			120

L= Lecture hours, P= Practical hours, C=Credits,

List of Specialisation Courses

SPECIALISATION – A		
Sl.No.	Course Code	Course Name
1	14MBA401	Security Analysis and Portfolio Management
2	14MBA402	Project Appraisal & Finance
3	14MBA413	Human Resource Planning
4	14MBA414	Talent Management
5	14MBA425	Brand Management
6	14MBA426	Consumer Behaviour
7	14MBA437	Business Models for E-Commerce
8	14MBA443	Competing through Business Models
SPECIALISATION – B		
Sl.No.	Course Code	Course Name
9	14MBA403	Financial Institutions Markets and Services
10	14MBA404	Alternative Investments
11	14MBA415	Reward Management
12	14MBA416	Industrial Relation and Labour Legislation
13	14MBA427	Retail Management Strategy
14	14MBA428	Sales & Distribution Management
15	14MBA438	Data Warehousing and Mining
16	14MBA444	Green Business Management
SPECIALISATION – C		
Sl.No.	Course Code	Course Name

17	14MBA405	International Financial Management
18	14MBA406	Corporate Banking
19	14MBA417	Leadership & Team Building
20	14MBA418	Building Creative Potential
21	14MBA429	B2B Marketing
22	14MBA430	Rural Marketing
23	14MBA439	E Business
24	14MBA445	Management of Innovations
SPECIALISATION – D		
Sl.No.	Course Code	Course Name
25	14MBA407	Tax Planning and Management
26	14MBA408	Mergers, Acquisitions and Corporate Restructuring
27	14MBA419	Cross Cultural Management
28	14MBA420	Performance Management
29	14MBA431	Customer Relationship Management
30	14MBA432	Logistics & Supply Chain Management
31	14MBA440	Enterprise Resource Planning
32	14MBA446	Multinational and Transnational Strategy and Management
SPECIALISATION – E		
Sl.No.	Course Code	Course Name
33	14MBA409	Financial Derivatives
34	14MBA410	Banking & Insurance
35	14MBA421	International HRM
36	14MBA422	Knowledge Management
37	14MBA433	International Marketing
38	14MBA434	Digital Marketing
39	14MBA441	Data Communication and Network Analysis
40	14MBA447	Strategic Alliances and Networks
SPECIALISATION – F		
Sl.No.	Course Code	Course Name
41	14MBA411	Financial Engineering
42	14MBA412	Management Control System
43	14MBA423	Organisational Change & Development
44	14MBA424	Human Resource Development
45	14MBA435	Advertising and Sales Promotion
46	14MBA436	Marketing of Services
47	14MBA442	Management of Software Projects
48	14MBA448	Strategy Evaluation & Control

List of Audit Courses
(No Credits & End Exam – Only Internal Evaluation)
Refer UG Regulations Clause: 6.4

Audit Courses				
Sl. No.	Course Code	Course Name	Offered by the Department of	Prerequisite Course Code / None
1.	14ENG301	Effective Public Speaking	English	None
2.	14ENG302	Creative Writing	English	None
3.	14HUM301	Entrepreneurship Development	Humanities	None
4.	14HUM302	Introduction to Intellectual Property Rights	Humanities	None
5.	14CSE301	Data Analysis Using R	CSE	None
6.	14ENG303	Phonetics and Spoken English	English	None
7.	14ENG304	Introductory Psychology	English	None
8.	14CSE302	Ethical Hacking	CSE	None
9.	14MBA301	Business Ethics and Corporate Governance	Management Studies	None
10.	14HUM303	National Service Scheme (NSS)*	Humanities	None

MBA I Year I Semester

14MBA11T01 MANAGEMENT AND ORGANIZATIONAL BEHAVIOR

L T P C
4 0 0 4

Course Prerequisite: None

Course Description:

The Course introduces the students the fundamentals of management, its process. The course also facilitates the students in understanding individual, group behavior and organizational culture and climate impacting organizational performance

Course Objectives:

1. To explain the concept, significance, evolution of management and its ethical and social responsibilities
2. To explain managerial process and functions
3. To explain individual behaviors that influence organizational performance
4. To explain the impact of group behaviors that influence organizational performance
5. To explain the impact of stress, organizational culture and climate on organizational performance

UNIT I: FOUNDATIONS OF MANAGEMENT

Concept and Evolution of Management thoughts: Different Schools of Thoughts; Classical; Behavioural Science Approach; Systems Approach; Contingency and Modern Theories. Management Levels; Managerial Roles and Skills; Ethics and Social Responsibilities of Business.

UNIT II: MANAGERIAL FUNCTIONS

Process – Problems – Components – Making It Effective. Decision Making – Process – Techniques. *Assignment: Lost in Sea;* Organization- as a process and structure, Determinants of Organization

Structure; Authority, Responsibility, Delegation, Centralization and De-centralization; Span of Control; Types of Organization Structures; Line & Staff, Functional, Divisional, Matrix and Network; Departmentations, Controlling- Process, types and techniques.

UNIT III: INDIVIDUAL BEHAVIOUR

Concept, Nature and scope; Understanding Human Behaviour: Personality: Traits and types; Perception: Factors and Process, Learning – Theories and applications in organizations, Attitude: Formation, Types, and Components; Organizational Citizenship Behavior; - Motivation –Concept, Nature and Process, Theories of

Motivation: Need Priority Model, Two Factors, ERG, Motivational applications through job design and goal settings.

UNIT IV: GROUP BEHAVIOUR

Formation of groups, Group development, Types of groups, Group norms, Cohesiveness, Group effectiveness, Conflict and conflict resolution.

Assignment: Interpersonal Style Survey;

Leadership- Leadership competencies, traits, Types, Behavioral theories, Managerial Grid, Women Leadership in India.

Assignment: Let us know our leadership potentialities

UNIT V: ORGANIZATIONAL BEHAVIOUR

Management of stress; potential sources, consequences and coping strategies, organizational culture, concept, types of culture, organizational climate Vs organizations culture, factor contributing towards creating and sustaining culture.

Assignment: The work culture, I dream for

Case Study: Compulsory and Relevant Cases have to be discussed in each unit.

Course Outcomes:

1. Understand the fundamentals of Management & Organizational behavior from a holistic perspective.
2. Use various managerial techniques to effectively perform managerial functions such as planning, organizing, leading, controlling etc.
3. Emerge as good team players.
4. Assist them undertake leadership position in future & perform strategist role.
5. Understand the business trends & climate, change management, conflict management, OD.

Text Books:

1. Organizational Behavior, Fred Luthans, McGraw Hill, 2011

References:

1. Organisational Behaviour, Stephen P. Robbins, Pearson Education,2009
2. Human Behaviour at Work, Keith Davis, Tata McGraw Hill,2009
3. Management and Organisational behaviour, Pierce Gordner, Cengage,2009
4. Principles of Management, Koonz, Wehrich and Aryasri, Tata McGraw Hill,2004
5. Behaviour in Organizations, Jerald Green Berg & Robert A. Baron, Pearson Education,2008

6. Management and Organisational Behaviour, Subbarao P, Himalaya Publishing House,2008.
7. Organisational Behaviour, Sarma, Jaico Publications,2009
8. Management and Organisational Behaviour, Paul Hersey and Ken Blanchard, PHI,2009
9. Organizational Behavior, Kavita Singh, Pearson 2010

Mode of Evaluation: Assignment, Seminar, Written Examination

MBA I Year I Semester

14MBA11T02

MANAGERIAL ECONOMICS

L	T	P	C
4	0	0	4

Course Prerequisite: None

Course Description:

This course is intended to provide a solid groundwork of economic understanding for practice in managerial decision making. The aim of this course is to guide the students on the use of managerial economic tools and techniques in specific business backgrounds. The course will offer a comprehensive treatment of economic theory and analysis, using both qualitative and quantitative tools and techniques associated with the theory.

Course Objectives:

1. Applications for modern economic concepts, optimization tools and techniques in evaluating business decisions taken by a firm.
2. To enable the students to study functional areas of management such as Marketing, Production and Costing from a broader perspective.
3. To analyse principles of demand, supply and market outcomes of products.
4. To know the estimating variables through forecasting techniques to find out consumer want: estimate and predict demand for the product.
5. To analyse the production cost and determine optimal course of actions.

UNIT I: INTRODUCTION TO MANAGERIAL ECONOMICS

Nature, Scope and significance of Managerial Economics – Relationship with other areas in Economics, Production Management, Marketing, Finance and Personnel - The role of managerial

economist in the modern business world. *Objectives of the firm:* Managerial theories of firm - Behavioural theories of firm - Optimization techniques - Role & limitations of techniques in economic analysis – Optimisation techniques: Unconstrained Optimization, Constrained Optimisation, Optimisation with Multiple Goals, Dynamic Optimisation and Optimisation with little or no-information.

Case Study:

Assignment:

UNIT II: THEORY OF DEMAND

Exceptions to the law of Demand - Determinants of Demand - Elasticity of demand, types and significance of Elasticity of Demand. Demand estimation – Marketing research approaches to demand estimation - Need for forecasting, forecasting techniques. Supply Analysis – Supply function, the Law of Supply, Elasticity of Supply.

Case Study:

Assignment:

UNIT III: PRODUCTION ANALYSIS

Production function, Marginal Rate of Technical Substitution, Iso-quants and Isocosts, Production function with one/two variables, Cobb-Douglas Production Function - Returns to Scale and Returns to Factors, Economies of scale- Innovations and global competitiveness. Cost theory and estimation: Cost

concepts, determinants of cost, cost-output relationship in the short run and long run, short run vs. long run costs, average cost curves, Overall Cost leadership - the concept of opportunity cost, incremental concept, scarcity, marginalism, Equi-marginalism, Time perspective, discounting principle, risk and uncertainty.

Case Study:

Assignment:

UNIT IV: MARKET STRUCTURE AND PRICING PRACTICES

Features and Types of different competitive situations - Price-Output determination in Perfect competition, Monopoly, Monopolistic competition and Oligopoly both the long run and short run. Pricing philosophy– Pricing methods in practice: Price discrimination, product line pricing. Pricing strategies: Skimming pricing, penetration pricing, Loss Leader pricing. Pricing of multiple products. Profit Management: Nature, scope, Theories of profit, Measurement policies - Break-even analysis - Profit concept - Accounting profit versus Economic Profit - Major theories of profits; Dynamic Surplus theory, Risk & Uncertainty bearing theory and Innovation theory.

Case Study:

Assignment:

UNIT 5: ECONOMIC INDICATORS

National Income: Concepts and various methods of its measurement – Gross Domestic Product, Gross National Income, Gross National Product, Per Capita Income, Consumer Price Index and Employee Cost Index – Meaning, Definition and Significance.

Course Outcomes:

At the end of this course students should be able to:

1. Determine if a company is optimally employing available resource.

2. Calculate demand elasticity from demand equations
3. Categorize and identify various costs in decision making process.
4. Disparity the decision-making process across industries characterized by Market structure (pure competition, Monopolies, and oligopolies). And
5. Illustrate common pricing strategies, and to analyse various profile theories, understand the national economic indicators will impact on business operations.

Text Books:

1. Mehta, P.L: Managerial Economics, Text and Cases, S. Chand& Co
2. Hirschey, Mark (2009), “Fundamentals of Managerial Economics”, 9th edition, Cengage Learning.
3. Gupta, “Managerial Economics”, TMH 2009.
4. Damodaran Suma – “Managerial Economics”, Oxford, 2006

References

1. Dean,Joel: Managerial Economics, PHI., New Delhi
2. DN Dwidvedi, Managerial Economics, Vikas, New Delhi
3. Trivedi M.L: Managerial Economics, Theory and Applications, TMH,ND
4. Mark Hirschey, Managerial Economics: An Integrative Approach, Cengage, New Delhi
5. Mehta, P.L: Managerial Economics, Text and Cases, S.Chand& Co
6. Mittal A, Managerial Economics, Text and Cases, Wisdom, Delhi
7. Mithani, D.M: Managerial Economics, Theory and Applications, Himalaya Publishing.
8. Attmanad; Managerial Economics, Excel publications.
9. G.S.Gupa, Macro Economics: , Theory and Applications, Tata McGraw Hill.
10. Dwivedi, D.N. Macro Economics: Theory and Applications, Tata McGraw Hill

Mode of Evaluation: Assignment, Seminar, Written Examination

MBA I Year I Semester

14MBA11T03

BUSINESS ENVIRONMENT

L T P C
4 0 0 4

Course Prerequisite: None

Course Description:

The Basic objective of this course is to appraise the management students' different aspects of environment at practical level. Change is permanent in business, today. The course content is designed to incorporate the recent development in the emerging knowledge society and to focus on inclusive economic growth in the 21st century.

Course Objectives:

1. To provide students with the knowledge of business environment and industrial policies
2. To provide students with a conceptual and practical framework of the globalisation & balance of payments
3. To provide students with working knowledge about fiscal policy
4. To provide students with a conceptual and analytical framework of the monetary policy
5. To provide students with the knowledge of money and capital market & its legal frameworks

UNIT I: BUSINESS ENVIRONMENT, INDUSTRIAL POLICIES

Definition, scope and nature of Business, Characteristics of today's Business, Objectives of Business, Environment of Business, Internal & External Environment. A brief review of industrial policies since independence, Industrial policy of 1991 and recent developments, Policy on foreign direct investment in Indian industry. EXIM policy.

UNIT II: GLOBALISATION & BALANCE OF PAYMENTS:

Globalisation trends and challenges; balance of payments trends; environment for foreign trade and investment; exchange rate movements and their impact; India's competitiveness in the world economy; external influences on India's business environment. Trade blocks. Structure, Major components, Causes for dis-equilibrium in Balance of Payments, correction measures, Impact of New Economic Policy on Balance of Payments, Recent trends.

UNIT III: FISCAL POLICY

Public revenues, public expenditure, public debt, development activities financed by public expenditure - An evaluation of recent fiscal policy of Government of India – Highlights of Budget.

UNIT IV: MONETARY POLICY

Demand for and supply of money, Objectives of monetary and credit policy, Recent trends- Role of Finance Commission.

UNIT V: MONEY AND CAPITAL MARKET & LEGAL FRAMEWORK

Features and components of Indian Financial system, objectives, features and structure of Money market and capital market, recent developments- Stock Exchanges, Investor Protection and Role of SEBI. Special features of The SICA (Special Provisions) 1985, BIFR, Consumer Protection Act, 1986,

Course Outcomes:

1. Practically understanding and follow day-to-day developments in the business environment
2. Develop the skills of analysing globalisation trends up to date
3. Practically understanding about fiscal policy
4. Conceptual and analytical framework of monetary policy
5. Able to get knowledge of money and capital market

Text Books:

1. Indian Economy, Dutt and Sundaram, S. Chand, New Delhi, 2009.

References:

1. Essentials of Business Environment, K.Aswhathappa, Himalaya, 2008.
2. Indian Economy, Misra and Puri, Himalaya, 2009.
3. Recent Economic Survey Report of Government of India.
4. Agarwal P. N. (2001) A Comprehensive History of Business in India, Tata MacGraw-Hill Publishers Company Limited, New Delhi.
5. Cherunilam, Francis (2007) Essential of Business Environment, Himalaya Publishing House, Delhi.

Mode of Evaluation: Assignment, Seminar, Written Examination

MBA I Year I Semester

14MBA11T04

FINANCIAL ACCOUNTING FOR MANAGERS

L T P C
4 0 0 4

Course Prerequisite: None

Course Description:

The course focuses on developing an insight of principles of Accounting and utilization of financial information for decision-making. It enables the students to understand the Financial Statements, make analysis financial accounts of a company and computerize the financial transactions.

Course Objectives:

1. To develop an insight of principles of Accounting
2. To elucidate the process of valuation of assets
3. To explain utilization of financial information for decision-making
4. To enable the students to understand the Financial Statements and
5. To make analysis financial accounts of a company.

UNIT I: INTRODUCTION TO FINANCIAL ACCOUNTING

Nature and Scope of Accounting – Need for Accounting – Definition, Functions and Branches of Accounting - Accounting concepts & conventions - Uses and users of accounting information - Generally Accepted Accounting Principles – Accounting Standards [Issued by ICAI] - The role of Accounting in global business environment.

The Accounting Process: Brief overview of Accounting Cycle - Recording of business transaction, classification of accounts, the double entry system, journal, Ledger, subsidiary books and trail balance - Classification of capital and revenue expenses, Final Accounts with adjustments.

UNIT II: VALUATION OF ASSETS

Tangible Vs Intangible assets, depreciation of fixed assets – Causes of depreciation – Features and objectives of depreciation - methods of providing depreciation – Valuation of goodwill - Methods of valuation of goodwill.

Inventory Valuation: Methods of inventory valuation – -FIFO, LIFO, Simple Average method, Base stock method, Weighted Average Price method, and Standard Price method.

UNIT III: ISSUE OF SHARES AND DEBENTURES

Entries for Issue of shares, forfeiture and re-issue of forfeited, Shares - Issue of shares at Discount and premium - Issue and Redemption of Debentures: Meaning, Issue of debentures for cash and other than cash, treatment of discounts and losses on issue, meaning of redemption, redemption out of capital and profits.

UNIT IV: FINANCIAL ANALYSIS-I

Statement of Changes in Working Capital, Funds from Operations, paid cost and unpaid costs - Distinction between cash profits and book profits - Preparation and analysis of cash flow statement and funds flow statement.

Financial Analysis –II: Analysis and interpretation of financial statements from investor and company point of view - Horizontal Analysis and Vertical Analysis of Company Financial Statements - Liquidity, leverage, solvency and profitability ratios – Du Pont Chart.

UNIT V: COMPUTERISED ACCOUNTING SYSTEM

Need and Requirements of Computerised Accounting – Features, Merits and Demerits of Computerised Accounting – Process of Computerised Accounting – Differences between Manual Accounting System and Computerised Accounting System - Components of Computerised Accounting system – Computerised Accounting Package – Tally – Features of Tally – Recording of Business Transactions through Tally.

Case Study: Compulsory and Relevant Cases have to be discussed in each unit.

Assignment: Two relevant assignments have to be given to the students

Course Outcome:

The student will be able to

1. Learn the principles of Accounting
2. prepare and present the financial statements of companies in accordance with the accounting practice;
3. Understand the process of valuation of assets
4. Analyse and interpret financial statements for a range of users;
5. Computerize accounting system.

Text Books:

1. “An Introduction to Accountancy”, Maheshwari S.N. & Maheshwari S.K., Vikas Publishing House, 10th Edition.
2. “Management Accounting”, S.N. Maheswari, Vikas Publishing House
3. “Financial Accounting” Tulsian P. C, 1/e, Pearson Education

References:

1. "Management Accounting", Khan and Jain, TMH
2. "Essentials of Financial Accounting", Ashish K. Bhattacharya- (PHI, New Delhi)
3. "Advanced Accountancy", Gupta R. L & Radhaswamy M–Sultan Chand Publications
4. "Financial Accounting", Jain and Narang, Kalyani Publishers
5. Tally.ERP 9, Wiley India - Kogent Learning Solutions Inc.

Mode of Evaluation: Assignment, Seminar, Written Examination

MBA I Year I Semester

14MBA11T05

BUSINESS LAW & REGULATION

L	T	P	C
4	0	0	4

Course Prerequisite: None

Course Description:

The course aims to equip students to have the glimpses of various business legislations in India and to make students understand their rights emerging out of business. It also focuses on knowing the compliance of legal requirements of business transactions.

Course Objectives

1. To equip students with the principles of Indian Contract Act 1872
2. To make students understand special contracts such as indemnity, Guarantee, Bailment, Pledge, Agency contracts and sale of goods Act
3. To explain the provisions of Indian Partnership and Companies Act
4. To make the students familiar with the provisions of Negotiable Instruments Act
5. To provide knowledge over the Income tax and Information Technology Acts.

UNIT I: INTRODUCTION, INDIAN CONTRACT ACT, 1872

Introduction - Overview of Business laws in India - sources of business law - **The Indian Contract Act 1872:** Definition of a Contract and its essentials, Formation of a valid Contract - Offer and Acceptance, Consideration, Capacity to Contract, Free consent, and Legality of object.

Performance of a contract- Discharge of contract - Remedies for breach of contract - Quasi-Contracts.

UNIT II: SPECIAL CONTRACTS

Contract of Indemnity and Guarantee, Bailment, Pledge, and Agency.

The Sale of Goods Act, 1930: Meaning and Essentials of contract of sale - Sale and Agreement to sell - Conditions and Warranties - Transfer of property - Performance of a contract of sale—Unpaid seller.

UNIT III: INDIAN PARTNERSHIP ACT, 1932 and COMPANIES ACT, 1956

Meaning and Essential Elements, Formation of Partnership, Registration, Types of Partners and Partnership, Rights and Duties of Partners, Dissolution of Partnership Firm, Recent Amendments to Partnership Act.

Companies Act, 1956: Nature and Definition of a Company, Registration and Incorporation, Memorandum of Association, Articles of Association, Prospectus, Kinds of Companies, Directors: Their powers and duties, Meetings, Winding up.

UNIT IV: NEGOTIABLE INSTRUMENTS ACT, 1881

Meaning of Negotiable Instruments - Characteristics of a negotiable instrument - Types of negotiable Instrument: Promissory Notes – Bill of Exchange, Cheques, Crossing of Cheques – Parties to negotiable instruments – Negotiation - Assignment - Endorsement - Instruments without Consideration - Holder in Due Course.

UNIT V: INCOME TAX ACT -1961 & INFORMATION TECHNOLOGY ACT-2000

Terminology of Income Tax Act, Importance of Residential Status, Incidence of Tax, Heads of Income, Computation of Total Taxable Income and Tax, Tax schedules, Tax Deducted at Source.

Information Technology Act, 2000: Scope and application of IT act, 2000, Digital signature, e-governance, penalties and adjudication, cyber regulations appellate, tribunals, duties of subscribers.

Case Study: Compulsory and Relevant Cases have to be discussed in each unit.

Assignment: Two relevant assignments have to be given to the students

Course Outcome:

1. After studying the Business Law, the students will be able to
2. Develop a wider perspective on provisions of Indian Contract Act;
3. Gain an insight in to special contracts such as Indemnity, Guarantee, Bailment, Pledge, Agency contracts and sale of goods Act;
4. Understand the provisions of Indian Partnership and Companies Act
5. Learn the provisions of Negotiable Instruments Act; and
6. Know the provisions of the Income tax and Information Technology Acts

Text Books:

1. Tulsian, P C (2009) , “Business Laws,” Tata Mc Graw Hill, New Delhi
2. N.D. Kapoor, “Business Laws”, Sultan Chand Publications

References:

1. Gulshan J.J. – “Business Law”, New Age International Publisher, 13th Edition.
2. S.N.Maheshwari & Maheshwari, “A Manual of Business Laws”, Himalaya Publishing House
3. Mathur, “Business Law”, Tata McGraw Hill.
4. Ravinder Kumar, “Legal Aspects of Business”, Cengage
5. Garg, Sareen, Sharma and Chawla, “Mercantile Law”, Kalyani Publishers.
6. B.B. Lal, “Income Tax and Central Tax: Law and Practice”, Pearson Education.

Mode of Evaluation: Assignment, Seminar, Written Examination

MBA I Year I Semester

14MBA11T06

QUANTITATIVE TECHNIQUES

L	T	P	C
4	0	0	4

Course Prerequisite: None

Course Description:

This course is intended for students with no prior training in quantitative methods. It introduces fundamental concepts and methods of statistics and mathematics, and specifically develops students’ knowledge and skills in probability distributions and collecting, describing, summarising, and presenting statistical data. These quantitative techniques serve to form a solid foundation in generic skills required for taking advanced courses in various disciplines.

Course Objectives:

1. Focus on the relationship between variable characteristics and the selection of statistical techniques.
2. Train students to employ different statistical tools that describe and summarise statistical data.
3. Provide students with an introduction to probability theory, and discuss how probability calculations may facilitate their decision making.
4. Familiarise students with mathematical techniques such as solving linear equations and differentiation.
5. Give students a better insight into how differentiation may be applied in different disciplines.

UNIT I: SETS, MATRICES AND DIFFERENTIATION

Introduction to Sets and Functions. Matrices-Inverse of Matrices, Solution of Simultaneous Linear Equations- Inverse methods and Cramer's rule , Basic laws of derivative, Derivatives of some important functions, Higher order derivatives-Maxima and Minima.

UNIT II: MEASURES OF CENTRAL TENDENCIES AND DISPERSION

Statistics- Definition, Importance and Scope in Managerial Decision Making. Arithmetic Mean, Geometric Mean, Harmonic Mean, Median and Mode. Quartiles. Range, Quartile Deviation, Standard Deviation and Coefficient of Variation. Karl Pearson's Coefficient of Skewness and Bowley's Coefficient of Skewness.

UNIT III: CORRELATION & REGRESSION

Meaning of Correlation, Types of Correlation, Scatter Diagram, Karl Pearson's Coefficient of Correlation, Coefficient of Determination, Probable Error of Correlation Coefficient and Spearman's Rank Correlation Coefficient. Regression-Lines of Regression, Regression Coefficients and its properties, Multiple Linear Regression.

UNIT IV: PROBABILITY & RANDOM VARIABLES

Introduction to probability, terms in probability, definitions of probability, Addition law on probability, conditional probability, multiplication theorem and independence of events, Bayes theorem. Random variables- discrete probability function, Expectation of a random variable and its properties.

UNIT V: PROBABILITY DISTRIBUTIONS

Probability distributions- Bernoulli distribution, Binomial distribution, Poisson distribution, Normal distribution and their applications.

Expected Course Outcomes:

1. The students will be able to use optimisation techniques in business decision making
2. They develop skills in structuring and analyzing business problems through quantitative techniques
3. The students will be able to formulate answers to common business decision problems
4. To identify the source of a quantifiable problem, recognise the issues involved and produce an appropriate action plan
5. To distinguish between different mathematical techniques and applications

Recommended Text books:

1. S. C. Gupta and V. K. Kapoor, Sultan Chand & Sons New Delhi, Fundamentals of Mathematical Statistics.
2. Business Statistics, S. P. Gupta and M. P. Gupta, Sultan Chand & Co.

Reference Books:

1. Business Statistics, J. K. Sharma, Pearson's Education.
2. Fundamental of Applied Statistics, S. C. Gupta & V. K. Kapoor, Sultan Chand & Co.
3. Statistics for Management, Richards I. Levin & Rubin, Pearson Education.
4. Quantitative Methods in Business, Anderson, Thomas Learning.
5. Kashyap Trivedi & Chirag Trivedi- Business Mathematics..
6. Practical Statistics, Shiv Kumar, Sultan Chand & Co.

Mode of Evaluation: Assignment, Seminar, Written Examination

MBA I Year I Semester

14MBA11P01

INFORMATION TECHNOLOGY FOR MANAGERS

L T P C
0 0 4 2

Course Objectives:

The Objective of the course is to provide basic understanding of applications of information technology and hands on experience to students in using computers for data organization and addressing business needs.

Course Prerequisite: None

Unit 1: STUDY OF EVOLUTION OF COMPUTERS

Generations – Assembling & Disassembling of Computer Components, Computer Networks – Applications of computers in Management –Internet, E-Commerce, E-Business.

Unit 2: MS-WORD & MS POWER POINT

Creation of Document- Format Document-Text editing and saving-Organizing information with tables and outlines-Mail merge, Macros, Inserting Mathematical Formulas-Publishing documents on Web. MS Power Point-Creation of slides-Use of templates and slide designs for creating power point slides- use of

drawings and graphics. Developing a Professional presentation on Business Plans, Institutions, Products, People etc,

Unit 3: MS EXCEL

Creating and editing worksheets-Cell formatting-Creating and using formulas and functions-Use of Macros –Sorting and querying data-Working with graphs and charts. Data Analysis with Statistical Tools - Mean, Median, Average, Skewness, Correlation, Regression, Chi-Test -Use of Financial Tools-Use of other functions in Excel for data analysis.

Unit 4: MS ACCESS & ORACLE

Create Databases, Tables, and Relationships- Create forms to enter data-filter data-use of queries in data manipulation-Generating reports. .Oracle- Introduction to Database, Basic SQL Commands- Create, Insert, Delete, Drop, View & Updating of Tables

Unit 5: TALLY

Introduction to Tally, Voucher Entry, Posting of Journal, Posting of Ledger, Trial Balance Tally- Inventory Recording, Bank Reconciliation, Final Accounts

Expected Course Outcomes:

- 1. Students Will Be Able To identify Computer Hardware Components*
- 2. Students Will Be Able To Assemble And Disassemble Computer Components*
- 3. Students Can Create Attractive Documents And Make Effective Presentations*
- 4. Students Will Be Able To Process Data and Perform Various Mathematical & Statistical Operations Using Ms-Excel*
- 5. Students Will Be Able To Create Data Base, Establish Relationships, Store and Retrieve Data Using Ms-Access & Basic SQL Commands*
- 6. Students Can Record, Prepare And Analyze Financial Statements Using Talley*

Reference Books:

1. Peter Norton, Introduction to Computers and Communications, -Sixth Edition-Tata McGraw Hill,2009
2. V.Rajaraman, Introduction to Information Technology, Prentice Hall India, 2008

3. Carver, Doing Data Analysis with SPSS 16.0, 3/e, Cengage, 2009
4. George, SPSS for Windows Step by Step, 6/e, Pearson Education, 2009
5. Cox et al, 2007 Microsoft Office System Step-by- Step, First Edition, PHI, 2007.
6. Winston, Microsoft Office Excel 2007 Data Analysis and Business Modeling, First Edition, Prentice Hall India, 2007.
7. Lambet, Lambert III & Preperneau, Microsoft Office Access 2007 Step-by-Step, First Edition, Prentice Hall India, 2007.
8. David Whigam, Business Data Analysis Using Excel, First Edition, Oxford University
9. Tally ERPQ, Wiley India
10. Groff, SQL z/e, The complete reference
11. Bayross, PLSQL The Programming language of Oracle BPB 2002.

MBA I Year I Semester

14MBA11P02

PERSONALITY DEVELOPMENT WORK SHOP-1 (LAB)

L	T	P	C
0	0	4	2

Course Prerequisite: None

Course Description:

In today's work scenario, Personality Development and Personal Communication are two of the most important facets that any professional must work on. This course will help the participants in understanding the various aspects of communication and its need. It will also help in developing presentation skills, interpersonal skills, soft skills and team building skills. All these skills will help the participants in their overall personality development.

Course Objectives:

1. To develop interpersonal skills among students
2. To improve communication skills among students
3. To enhance presentation skills among students
4. To improve soft skills among students and making them corporate fit
5. To enhance team building skills among students

UNIT I: INTERPERSONAL SKILLS & COMMUNICATION SKILLS

Activity 1

T-group or training group

Activity 2

Effective Communication

Non-verbal Activity 1: Wordless Acting

Activity 2: Dialogue

A situation given and ask two students to have talk

UNIT II: PRESENTATION SKILLS AND STRESS MANAGEMENT

Activity 1: Seminars

Activity 2: Student Clubs

Finance Club, Marketing Club, Human Resource club

Stress Management exercise

UNIT III: Group dynamics, team Building, and Personality Development

Activity 1: Divide the students into groups and give a task for performance

Case studies, Problem solving, Project, Mini conferences,

Activity 2: Group observation on Recruiters expectations on skills and characteristics they are most looking for in college graduates and post graduates

Team Building

Activity 1: Human Knot Game,

Activity 2: Ice breakers for better team-work

UNIT IV: CAREER PLANNING MATCHING PERSONALITY WITH JOB MBIT, TAT

MBTI (Type Focus) Activity

The Interview

UNIT V: PERCEPTION- IMPRESSION MANAGEMENT-DISTORTIONS

Activities: Discussion Forum

Activity: Exploring Narratives

Activity: Experiencing another Culture

Activity: Perception-Checking Practice

Activity: Impression Management

Activity: Communicate Through Tipping

Course Outcomes:

1. Students will be able to communicate fluently
2. Students will be able to design effective presentations
3. Students will be able to build efficient teams
4. Students will be able to write effective reports
5. Students will be able to handle and overcome stress

Text Books:

1. Michael E. Lamb, Marc H. Bornstein, Social and Personality Development: An Advanced Textbook

2. [Gillian Bur](#), Personal Development All-In-One for Dummies Paperback – 26 Nov 2013, Kindle Pub

References:

1. Dale Carnegie, How to win friends and influence people
2. Stephan R Covey, Habits of Highly Effective people
3. [S.P. Sharma](#), Youngster's Guide to Personality Development by
4. Barun K. Mitra, Personality Development and Soft Skills by Oxford University Press
5. Goyal Brothers Prakashan, Personality Development and Soft Skills
6. K. V. K. K Prasad and K. V. S. G. Murali Krishna, Personality Development, 2012, Reem Pub

Internet Sources

1. <http://www.business.pitt.edu/katz/mba/experience/clubs.php>
2. <http://revivallife.wordpress.com/2013/12/02/stress-management-session-for-mba-students/>
3. <http://www.teachingprofessor.com/category/articles/group-work>
4. <http://global.oup.com/us/companion.websites/9780199747382/student/chapter3/activities/>

Mode of Evaluation: Assignment, Seminar, Written Examination

MBA I Year I Semester

14MBA11P03

COMMUNICATION IN BUSINESS (LAB)

L	T	P	C
0	0	4	2

Course Prerequisite: None

Course Objectives:

By the end of the course students will be able to (a) communicate with minimal errors in words and action, with improved listening abilities enabling effective interpersonal communication; (b) write an effective cover letter along with appropriate industry based resume; (c) combat public fear and communicate confidently; (d) make impressive presentations, build and maintain good interpersonal relationships; work in team; conduct and participate in meetings effectively. They will be able to learn basic Interview Etiquettes and face Personal Interviews.

UNIT I: Glimpses of Communication – Importance and Types of Communication; Listening Skills; Pronunciation- MTI Rectification;

Activities:

Self Introduction focusing on present academic credential, strengths, interests and dreams

Introducing each other in pairs- Building Rapport.

Hot Seat- Confidence Building and Opening Up.

Video-Effective Listening Skills.

Pronouncing difficult and complex words.

UNIT II: Effective Usage of Grammar in Sentences; Probing techniques; Time Management and Goal setting. Professional Attire

Activities:

Written test on Grammar-comprehension, synonyms, antonyms and prepositions.

Practice of Time Management through Group Discussion based on factual speech topics, controversial and argumentative issues, abstract discussion material and case studies.

Seminar on stress management

UNIT III: Individual and Group Speech Activities, Letter writing, Report Writing, Electronic Communication and Resume Writing Skills.

Activities:

Extempore

Word activities to enhance non-verbal communication and team spirit.

Small talks about your interests in politics or television drama.

Role plays in pairs or groups.

Resume writing exercises.

Individual Presentations on political, social, religious, biographies and current topics.

Case Studies.

Group Discussion based on factual speech topics, controversial & argumentative issues, abstract discussion material and case studies.

Seminar on PR/CRM Correspondence

UNIT IV: Effective Public Speaking; Emotional balance; Creative thinking skills; Team Spirit;

Activities:

Group Presentations using audio visuals on political, social, religious, biographies and current topics.

Completing a story-group activity.

JAM sessions on politics, entertainment, current affairs, social and economical topics.

UNIT V: Interview Etiquettes; Rapport Building and Interpersonal Relationship.

Activities:

Role plays in pairs and groups

Practice Domain based GD sessions.

Mock Personal Interviews

Seminar on Press Interview and Talk Show

Course Outcomes:

Students will be able to

1. Improve the skills like communication, written, public speaking, analytical skills etc;
2. Listen, speak, read and write the communications grammatically and effectively

References

1. Business Communication, Urmila Rai, HPH, 2011
2. Business Communication, Raman Singh, Oxford University Press, 2012
3. Business Communication, Meenakshee Raman, Oxford University Press, 2011

Mode of Evaluation: Assignment, Seminar, Written Examination

MBA I Year I Semester

14MBA11P04

INDUSTRY AWARENESS/ CURRENT AFFAIRS (WORKSHOP)

L T P C
0 0 4 2

Course Prerequisite: None

The objective of the course is to enhance awareness on the current business developments and trends in various industries across the globe. This enables the student to understand the process of problem analyze, identify appropriate solutions with respect to the concepts of the subjects.

Internal evaluation (for 50 marks): atleast two group assignments (four students in a group) shall be considered for internal evaluation. Such analyze by the students shall be produced as a record. The Head of the Department/ institute shall consolidate the grading of all such analyze and finalize the internal evaluation marks.

Mode of Evaluation: Assignment, Seminar, Written Examination

MBA I Year II Semester

14MBA12T07

FINANCIAL MANAGEMENT

L T P C
4 0 0 4

Course Prerequisite: None

Course Description:

The objective of this course is to acquaint the students regarding financial management tools and techniques in financial decision making

Course Objectives:

1. To provide students with a conceptual and practical framework of the finance functions
2. To provide students with working knowledge about capital budgeting
3. To provide students with the knowledge of capital structure
4. To provide students with a conceptual and analytical framework of the working capital
5. To provide students with the knowledge of various types of corporate restructures

UNIT I: THE FINANCE FUNCTION

Nature and Scope. Evolution of finance function – The new role in the contemporary scenario – Goals of finance function – maximizing vs satisfying (School); Profit Vs Wealth Vs Welfare; the

agency relationship and costs – The new debate on maximizing Vs satisfying. Wealth maximization and Risk-Return trade off.

UNIT II: CAPITAL BUDGETING

Investment decisions importance, difficulties, determining cash flows, methods of capital budgeting; risk analysis (risk adjusted discount rate method and certainty equivalent method); cost of different sources of raising capital; weighted average cost of capital.

UNIT III: CAPITAL STRUCTURE

Capital structure decisions-financial and operating leverage; capital structure theories - NI, NOI, traditional and M-M theories; determinants of dividend policy and dividend models -Walter, Gordon & M.M. models.

UNIT IV: WORKING CAPITAL

Working Capital- meaning, need, determinants; estimation of working capital need; management of cash, inventory and receivables.

UNIT V: CORPORATE RESTRUCTURES AND CORPORATE VALUE BASED MANAGEMENT SYSTEMS

Corporate Mergers and acquisitions and take-overs - Types of Mergers – Economic rationale for Mergers, motives for mergers, Financial Evaluation of Mergers – different approaches for valuation. Approaches – Principles of good corporate Governance

Course Outcomes:

1. Practically understanding and follow day-to-day developments in the area of financial management
2. Develop the skill of using capital budgeting techniques
3. Practically understanding about capital structure
4. Conceptual and analytical framework of evaluating working capital
5. Able to get knowledge of mergers and acquisitions

Text Books:

1. Pandey, I.M., Financial Management, Vikas Publishing House, New Delhi
2. Khan M.Y, and Jain P.K., Financial Management, Tata McGraw Hill, New Delhi

References:

1. Keown, Arthur J., Martin, John D., Petty, J. William and Scott, David F, Financial Management, Pearson Education
2. Chandra, Prasanna, Financial Management, TMH, New Delhi
3. Van Horne, James C., Financial Management and Policy, Prentice Hall of India
4. Brigham & Houston, Fundamentals of Financial Management, Thomson Learning, Bombay.
5. Kishore, R., Financial Management, Taxman's Publishing House

Mode of Evaluation: Assignment, Seminar, Written Examination

MBA I Year II Semester

14MBA12T08

MANAGEMENT INFORMATION SYSTEM

L T P C
4 0 0 4

Course Prerequisite: None

Course Description:

This course introduces the various information and communication technologies. Students will study and practice using modern information technologies. Students will examine how information systems are used to solve problems and make better business decisions and apply these concepts to analyze business cases. Students will be able to know information technology security tools and techniques.

Course Objective

1. The students understand the basic system concepts and Management of Information System and utility of the systems for the managerial decisions.
2. The students are able to know database Approach to improve business and decision making process.
3. The students understand the system development life cycle and method.
4. To analyse various method of communications in decision making process.

5. To analyse system vulnerabilities and controlling techniques and establishing security framework.

UNIT I: INTRODUCTION

The Role of Information System in Business Today, Perspectives on Information Systems, Contemporary Approaches to Information Systems, Organization and Information Systems, Information Systems Impact on Organization and Business firms, Competitive Advantage and Management Issues. **Data base and Information Management:** Data in a Traditional file Environment, The Database Approach to Data Management; Databases improve business performance and decision making, Manage data Resources. Business process and IS, Types of IS, System Enterprise Spanning, Functions of Information System.

UNIT II: MIS DEVELOPMENT PROCESS

System development – System Life cycle method Structured Development method, and prototype method – Software development. **Implementation, Evaluation and maintenance of MIS** – Pitfalls in MIS development. System modeling for MIS. System engineering methodology for MIS problem solving.

UNIT III: INFORMATION SYSTEMS

Computers in Management – MIS Office automation – Decision Support System – Expert system- Knowledge Work Systems, Artificial Intelligence, Group Decision Support Systems (GDSS). **Control:** System Vulnerability and Abuse, Business value of Security and Control, Establishing a Framework for Security and Control, Technologies and Tools for Protecting Information Resources,

UNIT IV: SYSTEM AUDIT

Software engineering qualities – design, production, service, software specification, software metrics, software quality assurance. System methodology objective-Time and logic – Human Dimension- verification and Validation.

UNIT V: ETHICAL AND SOCIAL ISSUES IN INFORMATION SYSTEM

Understanding Ethical and Social Issues Related to System, Ethics in an Information Society, The moral dimensions of Information Systems.:

Course Outcomes:

1. Integrate into business situations and relevant to Management information systems
2. To explain the relationship between information systems and management
3. Analyze how technology can be used to synthesize complex data to make sound business decisions
4. Fully understand how MIS aspects practiced, hardware and software to the hiring of technology personnel and managers
5. To understand the moral dimension of information system use MIS for competitive advantage

Text Books:

1. Management Information Systems, C Laudon and Jane P. Laudon, et al, 9/e, PHI and Pearson
2. Management Information Systems, Dharminder and Sangeetha, 1/e, Excel books, 2006

References:

1. Management Information Systems, C Laudon and Jane P.Laudon, et al, 9/e, PHI and Pearson Education, 2005.
 2. Management Information Systems Text & Cases, W S Jawadekar, Tata McGraw-Hill , 2009
 3. Introduction to Information Systems, Rainer, Turban, Potter, WILEY-India, 2006.
 4. Management Information Systems, James A. Obrein, Tata McGraw-Hill , 10/e, 2006.
 5. Management Information Systems, Dharminder and Sangeetha, 1/e, Excel books, 2006
 6. Cases in MIS, Mahapartra,PHI, 2009
 7. ERP (Demystified), Alexis Leon, 5/E, Tata McGraw-Hill, 2006.
- Management Information Systems, Gordon B. Davis & Margrethe H.Olson, Tata McGraw-Hill, 2006.

Mode of Evaluation: Assignment, Seminar, Written Examination

MBA I Year II Semester**14MBA12T09****MARKETING MANAGEMENT**

L	T	P	C
4	0	0	4

Course Prerequisite: None

Course Description:

The Management-Marketing is a challenging, applicable subject that integrates management concepts in a technical and innovative setting as required by today's dynamic business environment. The subject develops students with relevant skills preparing students for entry into management careers in business, government, public, or social service organizations. Industry-trained faculty translates theory to practice; advising students through the diversity of the curriculum, project-based learning, and internships.

Course Objectives:

1. The main objective of the course is to have the basic concepts of Marketing which is one of the important areas of functional management.
2. This is a pre-requisite for taking up any elective paper in 3rd and 4th semester in the stream of Marketing.

3. To enhance the analytical skill of students by exposing them to case studies
4. To enhance the students conceptual knowledge
5. To enhance the practical applications by exposing them to several assignments including field assignments.

UNIT I: INTRODUCTION TO MARKETING

Introduction to Marketing: Needs, Wants, Demands, Products, Exchange, Transactions, Market, Marketing, Production Concept, Product Concept, Sales Concept, Marketing Concept, Societal Marketing Concept, Indian Marketing Environment.

Market Segmentation and Targeting: Identification of Market Segments – Consumer and Institutional/corporate Clientele –Segmenting Consumer Marketing, Segmentation Basis, Selecting Target Markets, Segmentation and Targeting as a basis for Strategy Formulation. Developing and Communicating a Positioning Strategy.

Assignment: Collect and analyse the various segmentation aspects of any industry (ex: retail, manufacturing, etc) and submit report.

Recommended Case Study Focus Area: Current Indian Marketing environment & Segmentation, Targeting & Positioning

UNIT II: PRODUCT MANAGEMENT

Product Life Cycle, PLC as a tool for Marketing Strategy, Constituents of a Product, Core Product, Augmented Product, Differentiated Products, Potential Product, Product Line, Product Mix, Product-line decisions, Brand decisions.

New Product Development: Classification of new products, New product development, Idea Generation, Idea screening, concept testing, business analysis, market testing, commercialization.

Assignment: Collect the Product strategies of any company from any industry and submit report.

Recommended Case Study Focus Area: Product and Brand Decisions & Recommended Case Study Focus Area: Market Testing

UNIT III: PRICING STRATEGY

Objectives of pricing, methods of pricing, selecting the final price, adopting price, initiating the price cuts, imitating price increases, responding to Competitor's price changes.

Recommended Case Study Focus Area: Pricing

UNIT IV: SALES AND DISTRIBUTION MANAGEMENT

Channel function and flows, channel levels, channel management decisions, types of retailers, trends in retailing, the growth and trends in wholesaling. Sales force and sales agency – Advantages and disadvantages.

Assignment: Analyse Sales Techniques by meeting Sales Force of any company's Sales Force and submit report

Recommended Case Study Focus Area: Retailing and FMCG Sectors

UNIT V: MARKETING COMMUNICATION

Communicating Value – Role of Marketing Communication – Developing Effective Communication – Marketing Communication Mix – Managing the Integrated Marketing Communications process – Managing Mass Communication-Advertising and Sales promotion. Word of mouth - Public relations and Direct Marketing. Sales force Objectives, Sales force structure and size, Sales force Compensation. Socially Responsible Marketing – Internal Marketing - Rural Marketing.

Assignment: Collect the list of National and International Advertising agencies and analyse the best ad made by them and submit report.

Recommended Case Study Focus Area: Marketing Communication & Sales Management & Rural Marketing

Course Outcomes:

1. Explain the major concepts in the functional areas of accounting, marketing, finance, and management.
2. Evaluate the legal, social, and economic environments of business.
3. Describe the global environment of business.
4. Describe and explain the ethical obligations and responsibilities of business.
5. Apply decision-support tools to business decision-making.

Text Books:

1. Marketing Management, Phillip Kotler, 14/e, Pearson, 2011
2. Marketing Management, Rajan Saxena, 4/e, TMH, 2010

References:

1. Marketing – The Core, Kerin, Hartley and Rudelius, McGraw Hill, Irwin, 2012
2. Case Studies in Marketing, The Indian Context, Srinivasan, PHI, 2012
3. Marketing, Lamb, Hair and McDaniel, Cengage Learning, 2013
4. Marketing Management, V.S. Ramaswamy and S. Namakumari, 5/e McGrawHill, 2013.
5. Introduction to Marketing theory and practice, Adrian Palmer , 3/e, Oxford University Press 2012
6. Marketing – concepts and Cases, Etzel, Walker, Stanton, Pandit, TMH, 2008

Mode of Evaluation: Assignment, Seminar, Written Examination

MBA I Year II Semester

14MBA12T10

PRODUCTION AND OPERATIONS MANAGEMENT

L T P C
4 0 0 4

Course Prerequisite: None

Course description:

The course engages students with tools used in production operations management and explains the recent trends in quality management

Course objectives:

1. Explain the historical development of Production operations management
2. Explain the tools for facility location
3. Explain how aggregate planning is done
4. Explain the algorithms for routing plan for various production systems
5. Introduce work study as a tool to set standards and monitor performance
6. Explain quality management concepts

UNIT I: INTRODUCTION TO POM, PRODUCT DESIGN AND ANALYZING

Overview of Production and Operations Management (POM) Function, Historical Development of POM, POM Scenario Today. Process planning and Design, Value Analysis / Value Engineering, Standardization, Simplification, Make / Buy Decision, Ergonomic Considerations in Product Design, concurrent Engineering.

UNIT II : FACILITIES MANAGEMENT & AGGREGATE PLANNING

Location, Single Facilities, Multi Facilities Problems, Layout Types, ALDEP, COPELAP Problems. Production Planning & Control, Materials Requirement Planning, Nature of Aggregate Planning Decisions, Aggregate Planning Strategies, Pure, Mixed, Graphical and Transportation Methods.

UNIT III: SCHEDULING

Job Shop, flow Shop, Project Type Production Systems, Assignment, Sequencing, Line Balancing, Line of Balance

UNIT IV: WORK STUDY & PRODUCTIVITY

Foundations, Method Study & Time Study, Main components of Method Study, Work Sampling, Job Design, Different inputs & Productivity measures, Multifactor Productivity, Productivity in India, Bench Marking

UNIT V: QUALITY MANAGEMENT

Economics of Quality Control, Statistical Process Control: Control Charts, Acceptance Sampling, TQM, ISO-9000, Six Sigma

Course Outcomes:

1. Apply Techniques of Production Management in the Areas of Location, Layout, Aggregate Planning Work Study and Productivity.
2. Assess the Quality Management Practices of a Business and Take Corrective Measures.

Text Books:

1. R. Panneerselvam, Production & Operations Management, PHI
2. S.N. Chary, Production & Operations Management, TMH

Reference Books:

1. Aquilano, Jacobs, Operation Management for Competitive Advantage, Chase, Tata Mc Graw Hill.
2. Elwood S. Buffa and Rakesh K. Sarin, Modern Production / Operation Management, Wiley India.
3. Aswathappa K, Production & Operations Management, Himalaya publishing House, Mumbai.
4. Mahadevan, Operations Management, Pearson Education, New Delhi.
5. Upendra Kachru, Production & Operations Management- Text and Cases, Excel Books.
6. James R.Evens and David A.Collier, Operations Management, Cengage.

Mode of Evaluation: Assignment, Seminar, Written Examination

MBA I Year II Semester

14MBA12T11

HUMAN RESOURCE MANAGEMENT

L T P C
4 0 0 4

Course Prerequisite: None

Course Description:

To introduce the students the fundamental of Human Resource Management and its various interventions that facilitate organization in harnessing its performance

Course Objectives

1. To explain the basics of Human Resource management
2. To explain the HR Procurement and employee mobility
3. To explain the significance of Human Resource Development interventions
4. To explain the motivational issues in HRM
5. To explain Human Resource Measurement and emerging issues

UNIT I: BASICS OF HUMAN RESOURCES MANAGEMENT

Concept, Nature and scope of Human Resource Management, Functions and Practices of HRM, HR as strategic business partner, Growth and development of Human Resource Management & Its Environment in India;

UNIT II: HUMAN RESOURCES PROCUREMENT

Concepts and Process, Job Analysis – Job Description and Job Specification, Recruitment: Concept & Objective, Concept of affirmative action (Reservation for priority categories), Selection: Procedure, Tests and Interviews. Mobility of employees – Promotion and Transfer: Basis and types, Forms of Separations: Lay off, retrenchment, dismissal, suspensions, moonlighting, resignation, golden handshake, CRS, retirement.

Assignment: HR Planning at Union Bank, Cuttack

UNIT III: HUMAN RESOURCE DEVELOPMENT

Induction- Concept, importance and coverage and Placement; Training and Development- Concept, Training Vs Development, Training need assessment, Training Program Design, Training Program Implementation-Types of training programmes, Evaluation of Training Programmes; Performance Management – objectives, uses, methods, Traditional vs. Modern Methods; Career Management: Career stages, anchors and Process.

Assignment: Design a Two Day Training Program on stress management.

UNIT IV: HUMAN RESOURCE MAINTENANCE

Compensation management- Concept, Objectives, Policy, Factors influencing employee compensation; Job Evaluation- Concept, Process and Methods

UNIT V: HUMAN RESOURCE MEASUREMENT AND EMERGING ISSUES

Human Resource Information System, Human Resource Accounting, Human Resource Audit; Emerging Issues in HRM – HR Score Card, e-HRM, Outsourcing, Quality of work life, Work-Life Balance. Diversity Management – Talent Management– HR issues in Mergers and Acquisitions. HR – Competency Mapping – Employer Branding – Employee Branding – HR Scorecard – Whistle blowing Policy.

Case Study: Compulsory, Relevant Cases have to be discussed.

Assignment: The Best place to work for survey

Course Outcomes:

The outcome of the course assists students in the following ways:

1. Students cognize the fundamentals of HRM from a holistic perspective.
2. Students learn the various HR functions & techniques.
3. Students sensitize their humane & interpersonal skills and inculcate the spirit of team players though understanding individual, group & organizational behavior.
4. To inculcate leadership and HR skills in the students who can opt to choose HR as a career.
5. Students come close to the HR practices across, a few companies on various issue such as HR procurement, Development and maintenance.

Text Books:

1. Dessler Gary, Human Resource Management, 10th Edition, Pearson/Prentice Hall of India 2006.

References:

1. Bohlander, Human Resource Management, 10th Edition, Thomson 2006.
2. Aswathappa, Human Resource Management, 4th Edition, TMH 2006.
3. R. Wayne Mondy, Robert M.Noel, Human Resource Management, Pearson
4. Subbarao, Personnel and Human Resource Management – Text and cases, Himalaya, 2009
5. Noe A.Raymond, John Hollenbeck, Barry Gerhart and Patrick Wright, Human Resource Management, Tata McGraw Hill.
6. Muller, Human Resource Management a case study approach, Jaico Publishers,2008
7. VSP Rao, Human Resource Management, Text and Cases, Excel Books 2006.

Mode of Evaluation: Assignment, Seminar, Written Examination

MBA I Year II Semester

14MBA12T1

BUSINESS RESEARCH METHODS

L	T	P	C
4	0	0	4

Course Prerequisite: None

Course Description:

The course is designed to impart education in the foundational methods and techniques of academic research in social sciences and business management context. It emphasizes on the main components of a research framework i.e., problem definition, research design, data collection, ethical issues in research, report writing, and presentation. Once equipped with this knowledge, students would be well-trained to conduct disciplined research under supervision in an area of their choice.

Course Objectives:

1. To provide knowledge on basics of business research;
2. To addresses the methods of research with an emphasis on various stages that are necessary to obtain and process information to enable well informed decision-making.
3. To allow the students to grasp and comprehend the technologies and techniques used in research and provide with the knowledge and skill to undertake research.

4. To have a general understanding of collection and analysis of data in a research.
5. To explain the process of preparing and submitting a research report.

***Standard Statistical tables shall be allowed in the examination**

UNIT I: INTRODUCTION TO BUSINESS RESEARCH

Business research - Definition-Types of Business Research. Scientific Investigation: The Building Blocks of Science in Research-Deduction and Induction. The Language of Research: Concepts, Constructs, Definitions, Variables, Propositions and Hypotheses, Theory and Models.

UNIT II: TECHNOLOGY AND BUSINESS RESEARCH

Information needs of Business - Technologies used in Business Research: The Internet, E-mail, Browsers and Websites. Role of Business Research in Managerial Decisions Ethics in Business Research: Ethical Treatment of Participants-Informed Consent, Rights to Privacy, Confidentiality.

UNIT III: THE RESEARCH PROCESS

Problem Identification: Broad Problem Area-Preliminary Data Gathering. Literature Survey - Online Data Bases Useful for Business Research – Problem Definition- Theoretical Framework- - Components of Theoretical Framework – Hypothesis Development - Statement of Hypothesis- Procedure for Testing of Hypothesis.

The Research Design: Types of Research Designs: Exploratory, Descriptive, Experimental Designs and Case Study -Measurement of Variables- Operational Definitions and Scales-Nominal and Ordinal Scales- Rating Scales- Ranking Scales- Reliability and Validity- Content Validity, Criterion Related Validity and Construct Validity.

UNIT IV: COLLECTION OF DATA

Sources of Data-Primary Sources of Data-Secondary Sources of Data - Data Collection Methods- Interviews: Structured Interviews and Unstructured Interviews-Face to face and Telephone Interviews.

Observational Surveys: Questionnaire Construction: Organizing Questions-Structured and Unstructured Questionnaires – Guidelines for Construction of Questionnaires.

UNIT V: DATA ANALYSIS AND RESEARCH REPORT

An overview of Descriptive, Associational and Inferential- Statistical Measures.

The Research Report: Research Reports-Components-The Title Page-Table of Contents-The Executive Summary-The Introductory Section-The Body of the Report-The Final Part of the Report-Acknowledgements – References-Appendix - Guidelines for Preparing a Good Research report Oral Presentation- Deciding on the Content-Visual Aids-The Presenter-The Presentation and Handling Questions

Case Study: Compulsory and Relevant Cases have to be discussed in each unit.

Assignment: Two relevant assignments have to be given to the students

Course Outcomes:

The student will be able to

1. Understand the basics of business research

2. Use the various technologies in Business Research
3. Prepare methodology for pursuing research
4. Design a structured Questionnaire and administer for the collection and analysis of data
5. Prepare and submit the Report

Text Books:

1. Uma Sekaran, Research Methods for Business–A Skill Building Approach, John Wiley & Sons (Asia) Pte.Ltd, Singapore, 2003.

References:

1. Donald R Cooper and Pamela S Schindler, Business Research Methods, 9/e, Tata McGraw-Hill Publishing Company Limited, New Delhi, 2009
2. William G. Zikmund, Business Research Methods, 7/e, Cengage, 2008.
3. Wilkinson & Bhandarkar, Methodology and Techniques of Social Science Research, Himalaya Publishing House.
4. C.R. Kothari, Research Methodology – methods & Techniques, Vishwa prakashan, New Delhi. 2008
5. Speegal, M.R., An Introduction to Management for Business Analysis, McGraw Hill.
6. Michael, V.P., Research Methodology in Management , Himalaya Publshing House.
7. Dipak Kumar.Bhattacharya, Research Methodology, Excel Books, 2006

Mode of Evaluation: Assignment, Seminar, Written Examination

MBA I Year II Semester

14MBA12T13

STATISTICAL METHODS FOR MANAGERS WITH SPSS

L	T	P	C
4	0	0	4

Course Prerequisite: None

Course Description:

This course is intended for students with no prior training in statistical methods using SPSS. It introduces fundamental concepts and methods of statistics and mathematics, and specifically develops students’ knowledge and skills in probability distributions and collecting, describing, summarising, and presenting statistical data using SPSS.

Course Objectives:

1. The main objective of the course is to familiarize the student with Statistical Methods using SPSS
2. Equip students with the methods of social science statistics.
3. Develop students’ critical thinking to synthesize the relation between statistics and social research.

4. Develop students' potential to evaluate research findings
5. Develop application of statistics in accordance with social research objectives.

UNIT-I: GRAPHS & DIAGRAMS OF STATISTICAL DATA

1. Bar Diagrams and Pie-Diagram
2. Histogram, Frequency Polygon and Frequency Curve
3. Ogive Curves

UNIT-II: CORRELATION & REGRESSION

4. Computing Correlation Coefficient & Coefficient of Determination for Bivariate Distribution.
5. Computing Simple Linear Regression.
6. Computing Multiple Linear Regression

UNIT-III: LARGE SAMPLE TESTS

7. Z-test for a Single Mean
8. Z-test for a Difference of Means
9. One Sample Test for Proportion
10. Two Sample Test for difference of Proportions

UNIT-IV: SMALL SAMPLE TESTS

11. Chi-Square Test for Goodness of Fit
12. Chi-Square Test for Independence of Attributes
13. t-Test for Single Mean
14. t-Test for Difference of Means
15. Paired t-Test

UNIT-V: APPLICATIONS OF F-TEST

16. F-Test for Equality of two Population Variances
17. ANOVA-One-Way Classification
18. ANOVA-Two-Way Classification

Course Outcomes:

1. The students will be to link data, knowledge, and insight to make quality strategic decisions on a timely basis.
2. The Students will be able to use MS Excel and other Statistical Software to employ statistical techniques for data analysis
3. Students will be able to analyze business data and work together to statistically analyze and infer from the data
4. Understanding the layout and interface of SPSS .
5. Introducing the main menus, Opening and creating new datasets and Analyzing data using descriptive statistics

Text Books:

1. Practical Statistics, Shiv Kumar, Sultan Chand & Co.
2. Business Statistics, S.P.Gupta and M.P.Gupta, Sultan Chand &Co.

Reference Books:

1. Business Statistics, J.K.Sharma, Pearson's Education.
2. Fundamental of Applied Statistics, S.C.Gupta & V.K.Kapoor, Sultan Chand & Co.
3. Statistics for Management, Richards I. Levin & Rubin, Pearson Education.
4. Quantitative Methods in Business, Anderson, Thomas Learning.
5. Kashyap Trivedi & Chirag Trivedi- Business Mathematics..
6. S.C.Gupta and V.K.Kapoor, Sultan Chand & Sons New Delhi, Fundamentals of Mathematical Statistics.

Mode of Evaluation: Assignment, Seminar, Written Examination

MBA I Year II Semester

14MBA12P05 PERSONALITY DEVELOPMENT WORK SHOP-II (Practical)

L	T	P	C
0	0	4	2

Course Prerequisite: None

Course Description:

In today's work scenario, Personality Development has a close association with building the student expertise in Time Management, Reasoning, Motivation, Creative Thinking, Conversation skills, Interviewing skills, Role Plays and Conflict Management Related papers: Corporate Communication, Business Correspondence & Report writing, Human Resource Management etc., and Personal Communication are two of the most important facets that any professional must work on. This course will help the participants in understanding the various aspects of communication and its need. It will also help in developing presentation skills, interpersonal skills, soft skills and team building skills. All these skills will help the participants in their overall personality development.

Course Objectives:

1. To enhance creative thinking among students

2. To develop time management skills among students
3. To create awareness among the students on difference between resume and CV
4. To deliver knowledge on Do's & Dont's of debate and GD's
5. To make students aware of office, email and work etiquettes
6. To make students involve actively in management games

UNIT I: TIME MANAGEMENT AND MOTIVATION & CREATIVE THINKING

Activity 1: Time Management Matrix, Urgent, Not Urgent, Important, Not Important

Activity 2: Personal Time Survey, Study hour's formula, College student time assessment, Planning your schedule

Activity 3: Making the Most of Your Time

Once you have figured out how you spend most of your time, think about what are your most important activities. Do you have enough time for them? If you're like most people, the answer is "no." So now let's consider how to make the most of your time when it seems you just don't have enough.

Don't be a perfectionist.

Trying to be perfect sets you up for defeat because nobody can be totally perfect. Perfectionists are afraid of failing, so they often avoid and procrastinate rather than attempting to do something. Or they may spend so long trying to make it perfect that they either don't finish everything they are supposed to do or they don't have any down time.

It's important to set challenging goals, but they should also be achievable. Break difficult tasks into manageable chunks. Remember that the only way to eat an elephant is one forkful at a time!

Don't be afraid to fail--be willing to "endeavor!" And then, accept your best effort as "good enough." Perfectionists also tend to have a lot of rules about how much they should be accomplishing and doing. While you are in college, with a lot of your time focused in the "intellectual" area of development, there are limits on how much you can do in some of the areas. Remember that "To everything there is a season, and a time to every purpose under the heaven" (Ecclesiastes 3:1).

Learn to say NO.

Suppose that you made social plans for tomorrow with your friends, and you set aside tonight to study and do laundry. An acquaintance of yours asks you to see a movie with him/her tonight. You're not really interested. Or maybe you are interested, but you don't see how you can spare the time. You want to say no, but you hate turning people down. Politely saying "no" should become a habit. Saying "no" frees up time for the things that are most important and helps you feel in control.

Learn to set priorities.

It's important to prioritize your responsibilities and commitments. The key to accomplishing your priorities is not to prioritize what's on your schedule, but to first establish your priorities and then schedule your priorities. Some people don't know how to set priorities, and so they procrastinate important tasks and then panic when time gets short.

Using a "to-do list" places items in order of importance. One way to prioritize is the ABC list.

Motivation & Creative thinking

Activity 1

Open Enrollment Workshops bring together individuals and teams from multiple organizations in one location to learn from each other and a Search Institute facilitator. Open Workshops are held on predetermined dates at convenient locations around the United States.

Customized Workshops feature Search Institute facilitators who travel to organizations to conduct tailored learning experiences. The sponsoring organization generally hosts the event at its facility

Activity 2

Guest Lectures.

Creative Thinking

Activity 3

Innovative product, sending the students to college meets, seminars of creative topics

UNIT II: INTERVIEWING SKILLS & CONVERSATION SKILLS

Activity 1

Resume Preparation, Difference between Resume and CV, More than one resume

Self Introduction/Tell me about Your self

Activity 2

Technical round, Finishing School

Activity 3

Dos and Don'ts

Conversation Skills

Activity 1

Debate, Discussions, Arguments, Yes or No Games, Gather as much information as you can, Problem Solving

UNIT III: INTER PERSONAL SKILLS AND ROLE PLAYS

Activity 1

Email Etiquette, Office Etiquette, Work Etiquette,

Activity 2

Self Discipline, Conflict Prevention,

Role Plays

Activity 1

Great personalities, Managers, Film Heroes, Heroines, Politicians, CEO's,

UNIT IV: MANAGEMENT GAMES

Activity 1

Marketing Target Game, Finance Game, Stock Market, HR Games, Team Play,

UNIT V: CRISIS MANAGEMENT, SOCIAL ACTIVITIES, SHORT SELLING ASSIGNMENTS

Activity 1

Operation Workout,

Activity 2

Interviewing top personalities

Activity 3

Charity, Service Activity,

Event Management, Cost cutting Techniques,

Course outcomes:

1. Students will be able to manage time efficiently
2. Students will be able to think laterally
3. Students will be able to write emails by following etiquettes

4. Students will be able to participate in management events across educational institutions
5. Students will be able to participate in GD's and Debate confidently

Text Books:

1. E.H. Mc Grath S.J, Basic Management skills for all, PHI
2. Managing Time (20-Minute Manager) Paperback – 17 Jul 2014, by Harvard Business Review, Kindle Ed.
3. Edgar Thorpe, Showick Thorpe, Winning at Interviews.

References:

1. S. Anandamurugan, Placement Interviews: Skills for Success Paperback – 20 May 2011 by (Author)
2. Mark Mc Guinness, Time Management for creative people Manage the mundane-create the extraordinary -www.wishfulthinking.co.uk/blog-First published on www.businessofdesignonline.com
3. Johnson O'Connor, Understanding Your Aptitudes, Research Foundation, inc-
http://www.jocrf.org/Understanding_Your_Aptitudes.pdf
4. Sandy Green, Role Play, Published by David Fulton Publishers ltd
5. The Little Book of role Play: Little books with big ideas by sally feather stone-
<http://www.amazon.com/The-Little-Book-Role-Play/dp/190223362X>
6. B. Yabrah h. Maslow, Robert Frager, James Fadiman, Cynthia Mcreynolds, Ruth lox, Motivation and Personality, 3rd edition
7. Thorpe Showick., Devakar Goel, Winning Of Interviews-MBA

Mode of Evaluation: Assignment, Seminar, Written Examination

MBA I Year II Semester

14MBA12P06

INDUSTRY PROJECTS (WORK SHOP)

L	T	P	C
0	0	4	2

Course Prerequisite: None

The objective of the course is to enhance the awareness on the current business functional developments and trends in selected industry across the globe. This enables the student to understand the process of the market structure, growth, competition etc., with respect to the concepts of the subjects.

Internal evaluation (for 50 marks): atleast two group assignments (four students in a group) shall be considered for internal evaluation. Such analyze by the students shall be produced as a record. The Head of the Department/ institute shall consolidate the grading of all such analyze and finalize the internal evaluation marks.

Mode of Evaluation: Assignment, Seminar, Written Examination

MBA II Year I Semester

14MBA114 OPERATIONS RESEARCH

L T P C
4 0 0 4

Course Prerequisite: None

Course description:

The course emphasizes the importance of mathematical tools for business decision making. Additionally the course is devoted to teaching salient aspects of various simple mathematical methods that can be applied to extract valuable information for decision making.

Course Objective:

1. Introduce the use of linear programming for decision making
2. Introduce transportation algorithm for making allocation related decisions
3. Explain methods for solving sequencing and making decision under uncertainty
4. Explain various types of simulation methods for business decisions
5. Explain project management methods for managing projects

Engineers, scientists, analysts and managers are often faced with the challenge of making trade-offs between different factors in order to achieve desirable outcomes. Objective of the course is set to familiarize the students with standard methods of solving operations research problems.

This course deals with details of various aspects associated with optimization techniques, namely, Linear Programming, Transportation, Assignment, Replacement, Simulation & Job Sequencing and Project management are also discussed.

UNIT I: LINEAR PROGRAMMING PROBLEM

Introduction to Operations Research, Linear Programming Problem- Formulation and Graphical Solution of LPP, Simplex Algorithm, Artificial Variable Technique- Big M-method and Two-Phase Simplex method, Linear Programming Problem with Excel Solver.

UNIT II: TRANSPORTATION AND ASSIGNMENT PROBLEMS

Transportation problem-mathematical model, IBFS by north-west corner rule, least cost entry method and Vogel's Approximation method, Optimal solution by MODI's method, maximization in TP, Trans-shipment problem, Assignment problem, mathematical model, Hungarian's algorithm for solving Assignment problem, Travelling salesman problem.

UNIT III: GAME THEORY AND JOB SEQUENCING

Introduction to theory of games, Two-person zero-sum games, pure strategies-games with saddle point, mixed strategies- games without saddle point rules of dominance, solution method games without saddle point by algebraic method, arithmetic method and matrix method.

Introduction to Job Sequencing problems, processing n jobs through two machines, processing n jobs through three machines, processing two jobs through m machines.

UNIT VI: REPLACEMENT MODELS & SIMULATION

Introduction to Simulation, types simulation, Stochastic Simulation and Random numbers-Monte – Carlo Simulation. Introduction to replacement models, replacement of items whose efficiency deteriorates with time, replacement of items that completely fail- individual replacement policy and group replacement policy.

UNIT V: PROJECT MANAGEMENT AND QUEUING MODELS

Net work analysis- Network representation, Critical Path Method (CPM) and Project Evolutionary and Review Technique (PERT). Introduction to Queuing theory. single server queuing models (M/M/1): (∞ /FCFS), (M/M/1): (N/FCFS).

Course Outcomes:

The student will be able to

1. Understand the importance of Operations Research.
2. Formulate & solve LPP.
3. Applying Transportation, Assignment algorithms to business situations
4. Simulate business events for forecasting
5. Apply Sequencing algorithms to develop routing plan and job schedules
6. Use project management methods to accomplish projects

Text Books:

1. KantiSwaroop, Gupta P.K. Man Mohan, “Operations Research”, Sultan Chand and Sons

References:

1. J K Sharma, *OperationsResearch: Theory andPractice*, Macmillan Publishers India Ltd, 5th Edition, 2013
2. FS Hillier and GJ Lieberman, *Introduction to Operations Research*, TMH, 8/E, 2006.
3. JC Pant, *Introduction to Optimization: Operations Research*, Jain Brothers, New, 6/E, 2004.
4. A Ravindran, DT Philips and JJ Solberg, *Operations Research: Principles and Practice*, John Wiley & Sons, Singapore, Second Edition.

Mode of Evaluation: Assignment, Seminar, Written Examination

MBA II Year I Semester

14MBA115 BUSINESS ANALYTICS

L T P C
4 0 0 4

Course Prerequisite: None

Course Description:

Course delves into commonly encountered business situations requiring optimization of business resources and provides basic solutions methods using traditional and advanced methods.

Course objective:

1. Refresh basic statistics
2. Explain the importance of statistics in business analytics
3. Introduce predictive modeling for business decisions
4. Explain the tools for predictive modeling
5. Explain the use of simulation to make business decision
6. Explain the use of data mining techniques for making business decision

UNIT I: INTRODUCTION TO BUSINESS ANALYTICS

Introduction to Business Analytics (BA). Evolution and Scope of Business Analytics. Data for Business Analytics. Analyzing uncertainty and model assumptions – What if analysis, Data tables, Scenario manager and Goal Seek. Regression modelling.

UNIT II: STATISTICS FOR BUSINESS ANALYTICS

Brief overview of descriptive statistics, graphical representation of data, and overview of hypothesis testing, Introduction to R statistical software

UNIT III: PREDICTIVE ANALYTICS METHODS

Forecasting techniques – Statistical forecasting techniques. Decomposition model – Estimation of trend, seasonality and cyclical components. Smoothing models for forecasting – moving average, exponential smoothing methods, time series analysis.

UNIT IV: SIMULATION, RISK ANALYSIS AND DATA MINING

Simulation and Risk Analysis – Monte Carlo simulation Examples of simulation models, Introduction to Data Mining – Scope of Data Mining. Data exploration and reduction. Classification – Measuring classification performance. Classification techniques – K nearest neighbor, Discriminant Analysis, factor analysis, and Logistic regression.

UNIT V: DECISION ANALYSIS

Decision making with uncertain information. Decision strategies for a minimize objective. Decision strategies for a maximize objective. Decision Tress. Building a decision tree. Decision trees and risk. Sensitivity analysis, Baye's Rule.

Case Study: Compulsory and Relevant Cases have to be discussed in each unit.

Assignment: Two relevant assignments have to be given to the students

Course Outcomes

At the end of this course students will be able to

1. Understand the need and significance of business analytics for decision making
2. Use statistical tools to extract information from raw data
3. Use regression technique to build predictive models
4. Apply simulation technique to predict business scenarios
5. Use data mining techniques to make business decisions

Text Books:

1. Essentials of Business Analytics, Jeffrey Camm, James Cochran, Michael Fry, Jeffrey Ohlmann, David Anderson

References:

1. Albright C. S., Winston Wayne L. and Zappe C. J (2009). *Decision Making Using Microsoft Excel (India Edition)*. Cengage Learning.
2. Evans J. R (2013). *Business Analytics Methods, Models and Decisions*. Pearson, Upper Saddle River, New Jersey.

Mode of Evaluation: Assignment, Seminar, Written Examination

MBA II Year I Semester**14MBA116 INTERNATIONAL BUSINESS**

L	T	P	C
4	0	0	4

Course Prerequisite: None

Course Description:

This course provides an overview of the international organizations and the effects of the foreign environment on international business. The course will focus on cultural differences, theories of international trade and economic development; international finance, marketing internationally and practical applications of starting and maintaining international business relationships.

Course Objectives:

1. To make students understand the different dimensions of International Business,
2. It helps students acquire conceptual frameworks, knowledge, and insight to operate business at International level,
3. It enables the students to develop, extend, and improve the ability to plan and act strategically in an international business environment,

4. To strengthen analytical and decision-making skills in the functional areas of international marketing and finance, multinational operations, and human resource management, and
5. It enables a student become an effective global leader in the international business arena.

UNIT I: INTERNATIONAL BUSINESS ENVIRONMENT

Globalization – Forces, Meaning, dimensions and stages in Globalization – Theories of International trade - Mercantilism, theory of absolute advantage, theory of comparative advantage, Heckscher-Ohlin theory, product life cycle theory, Porter’s national competitive advantage – Trading Environment of International Trade. Country Risk Analysis – Political, Social and Economic – Cultural and Ethical practices – Hofstede model - Responsibilities of International Business.

UNIT II: INTERNATIONAL FINANCIAL FRAMEWORK

Brief Overview of Bretton woods Agreement, Balance of Trade and Balance of Payment (BOP) – Foreign Exchange market mechanism- Exchange Rates, Risk Management. Methods of payment in International Trade. Export Financing – International Liquidity, Role of IMF and IBRD in International Business.

UNIT III: GLOBAL BUSINESS INTEGRATION

International strategic alliances, nature, benefits, pitfalls, scope, how to make alliances work - Integration between countries, levels of integration, impact, and Major Trade blocks. International Trade Regulatory Framework – Tariff and Non-tariff Barriers. Trade Agreements – General Agreement on Trade and Tariffs (GATT) and, World Trade Organization (WTO).

UNIT IV: ORGANIZING FOR INTERNATIONAL BUSINESS

Strategies and issues in International Human Resource Management and Development, Staffing Policy, Managing the expatriates. Creation of Global Structure - Developing Global Competitiveness, International Marketing Strategies in different stages of Product Life Cycle.

UNIT V: ECONOMIC ZONES

Objectives, Foreign Trade zones, Economic Processing Zones and Special Economic Zones. Highlights of current Indian EXIM Policy.

Course Outcomes:

The Students would be able

1. To manage ever changing businesses in a competitive globalized business environment.
2. To gain business acumen and entrepreneurial skills.
3. To explain why companies engage in international business.
4. To describe the forces that affect international business.
5. To identify various cultural differences and behavioral factors between countries.

Text Books:

1. Charles W L Hill and Arun K Jain, (2000), International Business – Competing in the Global Market Place, New Delhi, TMH.
2. Francis Cherunilam, (2010), International Business- Text and Cases, New Delhi, PHI.

References:

1. Michael Geringer, Michael Minor, and Jeanne McNett, (2012), International Business, New Delhi, TMH.
2. Aswathappa K, (2010), International Business, New Delhi, TMH.
3. P G Apte, (2013), International Financial Management, New Delhi, TMH.
4. Daniels, John D, *et al*, (2010), International Business, New Delhi, Pearson Education.
5. Shyam Shukla, (2008), International Business, New Delhi, Excel Books.
6. Justin Paul, (2013), International Business, New Delhi, PHI.
7. P Subba Rao, (2013), International Business: Text and Cases, New Delhi, HPH.
8. Rakesh Mohan Joshi, (2009), International Business, New Delhi, OUP.
9. Sundaram A K and Black J S, (1996), The International Business Environment: Text and Cases, New Delhi, PHI.
10. V K Bhalla, International Business (2013), New Delhi, S Chand.

Mode of Evaluation: Assignment, Seminar, Written Examination

MBA II Year I Semester**14MBA207 RESEARCH PROJECT FOR ORGANIZATION**

L	T	P	C
4	0	0	4

Course Prerequisite: None

Course objective:

The program is to provide an understanding of the corporate culture, climate, and business environments and to attain a practical exposure to work through observation and direct interaction.

General Guidelines:

Students are divided into groups of 5 and are asked to take up a research project, in which the student can choose any specific problem of the organization or organization based project work. It is field based research project. Before the commencement of the project work the group is required to submit a synopsis indicating the objectives, Methodology, Framework for analysis, Action plan with milestones in order to have clarity for the subsequent work. Students may propose to sign in MOU's with organizations for allowing students for project work. The project should also have an internal faculty as guide. The student has to do the project work in the penultimate semester of the course.

Students have to put a group effort in presenting their synopsis, objectives, methodology, analysis and findings only after getting approval from the faculty. Also they should take required suggestions and ratings on their performance ie:- Teamwork, Quality of work, presentation etc...

Course outcomes:

After completion of project work students are able to adopt the corporate culture and climate. Also they are ready to handle challenges of corporate world.

References:

1. Business Essentials: Research Project, Viva, 2009
2. Paul Oliver: Writing Your Thesis, Sage, 2009
3. M.K.Rampal&S.L.Gupta: Project Report Writing, Paragon International,2009
4. Michael Jay Polonsky: David S Waller: Designing and Managing a Research Project, Sage, 2009
5. Surendra Kumar: An Aid to Project Work, Paragon International, 2009.

Mode of Evaluation: Assignment, Seminar, Written Examination.

MBA II Year I Semester

14MBA208 RURAL IMMERSIONS

L T P C
4 0 0 4

Course Prerequisite: None

Course objective:

The program is to provide an understanding of the cultural, historical, social, political, and business environments and to achieve a working knowledge of the various practices through direct interaction with local residents, workers, and government officials at rural areas.

General Guidelines:

1. Students will be uniformly **divided into groups of 5** each on their own choices.
2. The period of field trip should be for **one week**.
3. No student is allowed to change the field trip location assigned to him/her without prior written permission of the Faculty-in-Charge. Any deviation will lead to rejection of field work.
4. No student should try to copy or use information in such a way that will project false and baseless conclusions.

5. All students are required to maintain strict confidentiality regarding any information they come across in the village in the course of their training. In case such malpractice is found out, the student shall be duly penalized.
6. All the students have to prepare and submit a written report on the field study and present in the viva-voce.

Course outcomes:

The student will be able to have an understanding of Rural Market Recognition and Differentiation, Bridge across Disciplines & Functional Knowledge, Business Perspective on Critical Social, Economic and Political Issues, Opportunity to See Dynamics of Innovation & Change, Help in determining general and specific career opportunities, Development of maturity, professionalism, self-confidence and decision making skills, Improved prospects of career employment and higher earnings potential upon graduation

Mode of Evaluation: Assignment, Seminar, Written Examination.

MBA II Year II Semester

14MBA117 STRATEGIC MANAGEMENT

L T P C
4 0 0 4

Course Prerequisite: None

Course Description: The course imparts the students with an overview of Strategic Management process

Course Objectives:

1. To explain various SM schools of thoughts and interrelationships of strategic intents.
2. To discuss various tools of techniques of strategic analysis and choices.
3. To explain strategy formulation and various kinds of strategies
4. To explain Strategy implementation and issues related to it.
5. To explain strategy evaluation and control

UNIT 1: INTRODUCTION:

Strategic Management- Concept, SM perspectives- SM schools of thoughts, corporate strategy, Nature of strategic decision making; Strategic Management as a process–Developing a strategic

vision, Mission, Objectives, Policies–Factors that shape a company’s strategy –Concepts of Core Competence, Crafting a strategy for competitive advantage; Methods. Evaluating company resources and Competitive capabilities –SWOT Analysis.

UNIT 2: STRATEGIC ANALYSIS AND CHOICE: TOOLS AND TECHNIQUES

Porter's Five Force Model, BCG Matrix, GE Model, TOWS Matrix,. Market Life Cycle Model -and Organizational Learning, and the Experience Curve.

UNIT 3: STRATEGY FORMULATION

Formulation of strategy at corporate business and functional levels. Strategic alternatives, Types of Strategies: Offensive strategy, Defensive strategy, vertical integration, horizontal strategy; tailoring strategy to fit specific industry and company situations.

UNIT 4: STRATEGY IMPLEMENTATION:

Strategy and Structure, Strategy and Leadership, Strategies for competing in Global markets and internet economy- Resource Allocation as a vital part of strategy–Planning systems for implementation. Growth strategy: Turnaround Strategy- strategies for Mergers, Acquisitions, Takeovers and Joint Ventures. Diversification Strategy-types of diversification strategies- related, unrelated business, vertical and horizontal diversifications, concentric and conglomerate diversifications.

UNIT 5: STRATEGY EVALUATION AND CONTROL

Establishing strategic controls–Role of the strategist -benchmarking to evaluate performance-strategic information systems–Guidelines for proper control–Strategic surveillance –strategic audit–Strategy and Corporate Evaluation and feedback in the Indian and international context.

Course Outcomes:

After the end of the course, the students will be able to

1. Understand and write various SM schools of thoughts and interrelationships of strategic intents.
2. Learn various tools of techniques of strategic analysis and choices.
3. Understand and write strategy formulation and various kinds of strategies
4. Learn Strategy implementation and issues related to it.
5. Learn strategy evaluation and control

Text Books:

1. Exploring Corporate Strategy: Text & Cases by Gerry Johnson and Kevan Scholes, PHI
2. Strategic Management and Business Policy by Azhar Kazmi, Tata Mcgraw Hill

References:

1. Crafting and Executing Strategy: Concepts and Cases, Thompson, Gamble, Jain, 14/e, TMH, 2009.
2. Strategic Management Concepts and Cases, Fred R. David 12/e, PHI, 2008
3. Concepts in Strategic Management and Business Policy, Wheelen & Hunger, Pearson Education, New Delhi, 2008.
4. Strategic Management –Text and Cases, V.S.P. Rao, Excel, 2008.
5. Strategic Management, Ireland, Hoskins son, Hit, Cengage, 2009
6. Strategic Management –Theory and Application, Habergerg, Rieple, oxford, 2008
7. Strategic Management, P. Subba Rao, Himalaya, 2009

8. Business policy and strategic management, SukulLomash, P.K.Mishra, Vikas, 2009

Mode of Evaluation: Assignment, Seminar, Written Examination.

MBA II Year II Semester

14MBA118 ENTREPRENEURSHIP DEVELOPMENT & PROJECT MANAGEMENT

L	T	P	C
4	0	0	4

Course Prerequisite: None

Course Description:

This course presents the concepts, characteristics and role of the entrepreneur, and the various aspects of entrepreneurship, invention and importance of innovation in entrepreneurship and expansion, role, importance, and challenges of women entrepreneurs in India. Present various aspects of project management and different stages in the project management process.

Course Objects:

1. To provide theoretical foundations of entrepreneurship development.
2. To give an overview of concepts of entrepreneurial development and needed to become an Entrepreneur.
3. To acquaint the special challenges of women entrepreneurs for starting new ventures.

4. To create an awareness of the need for systematic management of projects.
5. To provide an awareness of Role of Government in promoting Entrepreneurship with various incentives, subsidies, grants, for in executing various projects.

UNIT I: ENTREPRENEURSHIP

Definition, Scope and Importance – Role of entrepreneurship in economic development. The Cultural and social Environment – Characteristics of entrepreneur – Functions of Entrepreneur.

UNIT II: ENTREPRENEURSHIP DEVELOPMENT PROGRAMS

The concept of entrepreneurial development – Need for training and Development – Need and objectives of EDPs – Course contents and curriculum of EDPs – Phases of EDPs. Identification of entrepreneurial talents – Innovation, Marketing and Financial viability as the Chief requisites.

UNIT III: WOMEN ENTREPRENEURSHIP

Women Entrepreneurship - Concept and functions of women entrepreneur - Growth of women entrepreneurs- Development of women entrepreneurs – problems of Women entrepreneurs - Role Models of Woman Entrepreneurs.

UNIT IV: PROJECT MANAGEMENT

Technical, Financial, Marketing Personnel and Management feasibility Reports –Financial schemes offered by various financial institutions like Commercial Banks, Industrial Development Bank of India (IDBI), Industrial Finance Corporation of India (IFCI), Industrial Credit and Investment Corporation of India (ICICI), Industrial Reconstruction Bank of India (IRBI), Life Insurance Corporation (LIC), Unit Trust of India (UTI), State Financial Corporation (SFC), State Industrial Development Corporation (SIDC), Small Industries Development Bank of India (SIDBI), Export - Import Bank of India (EXIM Bank), Venture Capital Funding, and Angel Capitalist.

UNIT V: ENTREPRENEURSHIP DEVELOPMENT AND GOVERNMENT

Role of Central Government and State Government in promoting Entrepreneurship with various incentives, subsidies, grants etc. – with special reference to ‘Export oriented units’ Role of the following agencies in the Entrepreneurship Development. District Industrial Centre (DIC), Small Industries Services Institute (SISI), Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship and Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB).

Course Outcomes:

1. Understand the theoretical foundations of entrepreneurship development.
2. Understand the concepts of innovation and creativity and the role that play in entrepreneurship development.
3. Understand the special challenges of women entrepreneurs for starting new ventures
4. Understand issues and decisions involved in financing and resourcing a business start-up and essential aspects of finance.
5. Understand the Role of Government in promoting Entrepreneurship with various incentives, subsidies, grants, for in executing various projects.

Text Books:

1. Vasanth Desai, Dynamics of Entrepreneurship Development – Himalaya Publishing House, 2009.
2. David H. Holt, Entrepreneurship: New Venture Creation – PHI, 2009
3. H. Nandan, Fundamentals of Entrepreneurship, PHI, First/e, New Delhi, 2009.
4. Satish Taneja, S.L.Gupta, Entrepreneurship Development New Venture Creation, Galgotia Publishing Company

References:

1. Dr. S.S. Khanka, *Entrepreneurial Development*, - S. Chand & Co. Ltd., Ram Nagar, New Delhi. 110055.
2. Raj Shankar, *Entrepreneurship Theory and practice*, - Vijay Nicole and Tata McGraw Hill, December 2011
3. A. Sahay, M.S.Chhikara, *New Vistas of Entrepreneurship: Challenges & Opportunities*, Excel Books, 2007.
4. Siropolis, *Entrepreneurship and Small Business Management*
5. Gurmeet Naroola, *The Entrepreneurial Connection*, Gurmeet Naroola; Special edition (May 30, 2001)
6. Vijay Sathe, *Corporate Entrepreneurship*, February 2007

Mode of Evaluation: Assignment, Seminar, Written Examination

MBA II Year II Semester**14MBA601 PROJECT WORK**

L	T	P	C
0	0	0	0

Course Prerequisite: None

Students are required to take up a project work, in which the student can choose any specific problem of Industry or Industry based project work. Students may also take up socio-economic issues of the society as project work after due approval of DRC. Alternatively it can be secondary source based or Field based project work. Before the commencement of the project work each student is required to submit a synopsis indicating the objectives, Methodology, Framework for analysis, Action plan with milestones in order to have clarity for the subsequent work. The project should have an internal faculty as guide. The student can initiate the project work in the penultimate semester of the course.

Reference Books:

1. Business Essentials: Research Project, Viva, 2009

2. Paul Oliver: Writing Your Thesis, Sage, 2009
3. M.K.Rampal & S.L.Gupta: Project Report Writing, Paragon International, 2009
4. Michael Jay Polonsky: David S Waller: Designing and Managing a Research Project, Sage, 2009
5. Surendra Kumar: An Aid to Project Work, Paragon International, 2009.

Mode of Evaluation: Assignment, Seminar, Written Examination

ELECTIVES IN FINANCIAL MANAGEMENT

Specialisation - A

14MBA401 SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

L	T	P	C
4	0	0	4

Course Prerequisite: None

Course Description:

The course is designed with a view to acquaint the students with the working of security market and principles of security analysis; and to develop the skills required for portfolio management so as to be able to judge the competitive position of firms in capital market and review the related business decisions.

Course Objectives:

1. To provide students with working knowledge of investment
2. To familiarize students with fundamental analysis and technical analysis
3. To provide students with a conceptual and analytical framework of evaluating a security
4. To provide students with working knowledge framework of different financial instruments, their risk and returns and their usefulness while constructing portfolios.

5. To familiarize students with portfolio construction and management techniques and strategies.

UNIT I: INVESTMENT

Meaning- Types- Objectives - Investment Vs Speculation -Primary and Secondary markets - BSE - NSE – SEBI

UNIT II: FUNDAMENTAL ANALYSIS AND TECHNICAL ANALYSIS

Fundamental Analysis Vs Technical Analysis – Fundamental Analysis - Economy, Industry and Company analysis Technical Analysis –Dow theory -Line chart, Bar chart, Candle stick chart, Point figure chart-Support level, Resistance level-Head and shoulders - **Double Tops and Bottoms**

UNIT III: MEASUREMENTS OF RETURN VS RISK AND COMMON STOCK VALUATION

Approaches of valuation – Bond valuation – Common stock Valuation, Risk and Return – risk factors, risk classification – Systematic risk – unsystematic risk - standard deviation – variance – correlation coefficient – Beta – Calculating expected return and risk

UNIT IV: PORTFOLIO MANAGEMENT

Conceptual and Working an introduction to Portfolio Management - Some background assumptions; Markowitz Portfolio Theory; An introduction to Asset Pricing Models – Capital Market Theory: An overview; The Capital Asset Pricing Model.

UNIT V: PORTFOLIO MANAGEMENT STRATEGIES

Equity Portfolio Management Strategies – Passive Vs Active Management; Overview of Passive Equity Portfolio Management Strategies; Overview of Active Equity Portfolio Management Strategies; Portfolio Selection – Revision and Evaluation - – Sharpe - Treynor's - Jensen's performance measures of portfolio evaluation

Course Outcomes:

- 1.The students will be able to get knowledge of Investment,
- 2.Analyze fundamental analysis and technical analysis
- 3.Evaluate Risk and return
- 4.Conceptual and analytical frame work of portfolio management and
- 5.Usefulness while constructing portfolios and management techniques and strategies.

Text Books:

1. Donald E. Fishser, Ronald J. Jordan, “Security Analysis and Portfolio Management”, Prentice Hall of India (P) Ltd., New Delhi.
2. Jack Clark Frnces, “Investment Analysis and Management”, McGraw Hill Book Company, New York.
3. Preethi Singh, “Investment Management’, Himalaya Publishing House, Mumbai.
4. V.K. Balla, S.K. Tuteja, “Investment Management’, & Company Ltd., New Delhi.
5. Chandra Prasanna, Investment Analysis and Portfolio Management, New Delhi: Tata

References:

1. Ranganatham & Madhumathi Security Analysis Portfolio Management, , Pearson Education, 2004

2. Sudhindra Bhat Security Analysis and Portfolio Management, , 2008, excel.
3. Avadani Security analysis and portfolio management, , Himalaya publishers, 2009.
4. Reilly & Brown Investment analysis portfolio management, , Cengage, 8/e,2009
5. Bodie Investment, McGraw Hill Book Company, 2009

Mode of Evaluation: Assignment, Seminar, Written Examination

Specialisation – A

14MBA402 PROJECT APPRAISAL AND FINANCE

L T P C
4 0 0 4

Course Prerequisite: None

Course Description:

This course provides the student an in-depth knowledge of Project Appraisal & Finance and including issues of social acceptability/desirability, environmental friendliness, technical feasibility/appropriateness, gender sensitiveness, economic soundness and ability to be sustainable and most importantly financial viability.

Course Objectives:

1. To familiarize students with issues related to the design, organization, and funding of complex projects.
2. To educate the students in Project Planning and financing the projects.
3. To Analysis of project proposals and selecting among different alternatives.

4. To understand the Project management and implementation.
5. To know Project Review and feedback mechanism

UNIT I: INTRODUCTION TO THE THEORY AND PRACTICE OF PROJECT FINANCE

Meaning of the term project finance, Capital investments, Importance & Difficulties, Types of capital investments, Levels of decision making, Facets of project analysis, Feasibility study, TEFR & DPR, Scouting for project ideas, Preliminary screening, Project rating index

UNIT II: ANALYSIS OF PROJECT FINANCE

Situational Analysis, Collection of Secondary Information, Market Survey, Demand Forecasting, Market Planning, Technical Analysis, Environmental Aspects, Project Charts and Layouts, Schedule of Project Implementation, Need for Considering Alternatives, Financial Estimates and Projections.

UNIT III: PROJECT SELECTIONS THE ROLE OF ADVISORS IN A PROJECT FINANCE DEAL

Project Selection, Investment Criteria, Risk Analysis of Single Investments, Risk Analysis, Firm Risk & Market Risk, Judgmental, Behavioral, Strategic and Organizational Considerations. The role of Legal advisors in project finance deals; the role of Independent Engineer in project finance deals; Role of Insurance Advisors and Insurance Companies in project finance deals

UNIT IV: FINANCING OF PROJECTS

Financing of Projects – Capital Structure, Different Forms of Financing, Raising Venture Capital, Raising Capital in International Markets, Financing Infrastructure Projects, FIs lending exclusively to infrastructure projects, Venture Capital, VC Investment appraisal Process and Management, The Indian VC Industry,

UNIT V: IMPLEMENTATION AND MANAGEMENT

Project Implementation and Management – Project Planning, Control and Implementation, Network Techniques for Project Management, Development of Project Network, Time Estimation, Network Cost System, Project Review and Administrative aspects,

Course Outcomes:

1. Students are able to understanding about issues related to complete project management.
2. Students are able to analyze the risks associated with different projects.
3. Students can also play a role of Project advisors and start their own consultancy firms.
4. Students are familiar with investment in projects and their cash flows.
5. Students are able to prepare a project feasibility reports for a start-ups.

Text Books:

1. Prasanna Chandra, Projects Planning, Analysis, Financing, Implementation & Review Tata McGraw Hill.

References:

1. Narendra Singh – Project Management.
2. Jach R. Meredith Samuel .J. – Project Management
3. Vasanth Desai, Project Management – Himalaya Publishing house.
4. P.S.Nambiar – All about Finance- Puliani&Puliani.

5. Harold Kerzner, Project Management –CBS Publishers & Distributors.

Mode of Evaluation: Assignment, Seminar, Written Examination

Specialisation – B

14MBA403 FINANCIAL INSTITUTIONS, MARKETS AND SERVICES
L T P C
4 0 0 4

Course Prerequisite: None

Course Description:

To understand the concepts of financial system, money market & capital market and guidelines of RBI and SEBI relating to money market & capital market

Course Objectives:

1. Familiarising the students with the structure of financial system
2. Familiarising the students with the structure of money market
3. Helping students in acquiring analytical skills in the market analysis in the context of raising medium and long term funds
4. Familiarising the students with the operations of secondary market mechanism
5. To provide students with the knowledge of various types of financial services available in the market

UNIT I: THE STRUCTURE OF FINANCIAL SYSTEM:

Financial System – An Overview, Indian Financial System, Global Financial System, Financial Services – An Overview

UNIT II: MONEY MARKETS:

Role and Responsibilities of RBI with respect to Money Market, RBI Monetary Policy and its relevance to Money Market, Call Money Market, Commercial Paper Market, Commercial Bill Market, Certificate of Deposit (CD), Treasury Bills, Govt. Securities Market, Bank rate REPO rate –Reverse REPO,SLR,CRR

UNIT III: CAPITAL MARKETS – PRIMARY MARKET

SEBI – Functions and Working, Capital Markets – An Overview, Capital Market Instruments, Capital Market Reforms, Market – A Conceptual Framework, New Issues Market, private placement, book building – GDR-ADR-FCCB- IDR- ECB- NSDL – CDSL-SHCIL

UNIT IV: CAPITAL MARKETS - SECONDARY

Stock Exchange – An Overview, Stock Exchange Trading, - Stock Exchange NSE –BSE – Regulatory Framework, Indian Stock Exchanges – A Profile, Insider Trading, Listing, Delisting, – Major issues-clearing and settlement –NSCCL

UNIT V: FINANCIAL SERVICES

Hire Purchase Finance, Factoring and Forfeiting, Leasing- Mutual Funds, Securitization, Venture Capital and Private Equity Funds, Housing Finance HUDCO, HDFC - Stock broking, Insurance- Credit rating services – CRISIL, ICRA, CARE

Course Outcomes:

1. Practically understanding about the financial system
2. Able to get knowledge of money market
3. Practically understanding and follow day-to-day developments in the Capital Market
4. Able to get knowledge of secondary market operations
5. Conceptual and analytical framework of evaluating financial services

Text Books:

1. Gorden & Natarajan Financial services, , Himalaya publishers. 2009.
2. L.M. Bhole, “*Financial Institutions and Markets*”, Tata McGraw Hill Co. New Delhi.
3. Khan M.Y. (2013). *Financial Services*. (7 ed.). New Delhi: Tata McGraw Hill

Reference:

1. Thirpati, Financial services, PHI, 2009
2. Meir Kohn, Financial Institutions and Markets, Oxford University Press, 2007.
3. Gupta Agarwal Financial Institutions and Markets, Kalyani publishers, 2008.
4. Robert O. Edmester, “Financial Institutions Markets and Management”.
5. Viswanatham . R. “Industrial Finance”, S. Chand & Company, New Delhi.
6. Avadhani V.A. “Marketing of Financial Services” Himalaya Publishing House, Mumbai.
7. Gurusamy S. (2005). *Merchant Banking and Financial Services*. New Delhi: homson Learning Ltd.

Mode of Evaluation: Assignment, Seminar, Written Examination

Specialisation – B

14MBA404 ALTERNATIVE INVESTMENTS

L T P C
4 0 0 4

Course Prerequisite: None

Course Description

Beyond the three primary asset classes--stocks, bonds, and cash-- many other types of investments can be used to diversify investment portfolios. The term "alternative assets" is highly flexible. It may include specific physical assets, such as natural resources or real estate, or methods of investing, such as hedge funds or private equity.

Course objective:

1. To aware the students with the knowledge of different forms of investments which allows more possibilities to diversify
2. To make familiar with about private equity
3. To Analyse the hedge funds
4. To identify the real estate markets and financing

5. To know about commodity markets

UNIT I: INTRODUCTION

Concept of Investment - Investment Vs Speculation - and Security Investment Vs Non security Forms of Investment - Investment Environment in India. - Investment Process - Sources of Investment Information - Alternative investments - Alternative investment in portfolio management - Security Markets – Primary and Secondary – Types of securities in Indian Capital Market - Market Indices - Calculation of SENSEX and NIFTY

UNIT II: PRIVATE EQUITY

Private equity – Concept – characteristics – Definitions – Players in the Private Equity Market – benefits of PE finance – Venture Capital – Over view to Venture Capital – definition – features - types- Structure and regulation of Venture Capital and Private Equity – leverage Buyout – growth capital – mezzanine capital – distressed debt

UNIT III: HEDGE FUND

Hedge Fund Management - Hedge fund basics - Analysis of performance of Hedge funds - Risks in Hedge Funds - Individual Hedge Fund Strategies - Style Drifts – Monitoring - detection and control

UNIT IV: REAL ESTATE

Real Estate Markets and Financing - The Nature of Real Estate and Real Estate Markets - Legal Concepts in Real Estate Finance - Government Controls and Real estate Markets -Fixed Rate Mortgage Loans- Adjustable Rate and Variable Payment Mortgages -Contractual Relationships - Loan Origination - Procession, and Closing – Foreclosure Real Estate Financing Analysis - Residential Financial Analysis,

UNIT V: COMMODITY MARKETS

Commodity markets and derivatives: Commodity Markets – Introduction - Marketing of agricultural commodities - Commodity derivatives in India - Meaning of derivatives, types, markets and participants, economic importance of commodity derivatives in India - Trading on commodity exchanges - Clearing and settlement on commodity Exchanges - Commodity Options and Applications – Gold Monetisation

Case Study: Compulsory and Relevant Cases have to be discussed in each unit.

Assignment: Two relevant assignments have to be given to the students

Course Outcomes:

1. At the end the course the student develops an ability to make a choice of appropriate investment Avenues in a given situation.
2. Able to construct financial plan and manage finance for the future
3. Should hedge the risks
4. Should able to properly mortgage loans
5. Able to invest in commodity markets

Text Books:

1. Mark J. P. Anson, Donald R. Chambers, Keith H. Black, Hossein Kazemi, An Introduction to Core Topics in Alternative Investments, 2nd Edition

References:

1. Preeti Singh, Investment Management, Himalaya Publishers.
2. Pandey, I M Venture Capital: Indian experience,. New Delhi Prentice-Hall of India Pvt.Ltd. 1996
3. Verma, J Venture Capital Finanacing in India , Verma, J New Delhi Response Books 1999
4. Hendry A Davis Infrastructure Finance-Trends and Techniques, , Euromony Books, 1st ed,2008
5. David C and Archer, Wayne; Real Estate Principles: A value Approach, Ling, TMH
6. Richard Horwitz Hedge Fund Risk Fundamentals: Solving the Risk Management and Transparency Challenge
7. Reynolds-Parker Managing Hedge Fund Risk: From the Seat of the Practitioner: Views From Investors, Counterparties, Hedge Funds and Consultants, Virginia
8. E. J. Stavetski Managing Hedge Fund Managers: Quantitative and Qualitative Performance—Measures
9. Prasanna Chandra Project finance: TMH publication

Mode of Evaluation: Assignment, Seminar, Written Examination

Specialisation – C

14MBA405 INTERNATIONAL FINANCIAL MANAGEMENT

L	T	P	C
4	0	0	4

Course Prerequisite: None

Course Description:

To provide students with a conceptual framework of how financial decisions are undertaken in a multinational company and to familiarize students with unique economic factors that challenge a financial manager in the international context

Course Objectives:

1. To familiarize students with international monetary system
2. To provide students with working knowledge of foreign exchange market
3. To provide students with working knowledge framework of different financial instruments, their risk and returns.
4. To provide students with a conceptual and analytical framework of international
5. Financial insutations and working capital management

6. To familiarize students with cross border investment decisions

UNIT I: INTERNATIONAL MONETARY SYSTEM

Introduction, Gold Standard, Bretton Woods system, Exchange rate regimes, fixed and floating exchange rates, Balance of Payments (Bop), Convertibility currency international liquidity and international reserves, Exchange Rate Theories - Purchase Power Parity - Interest Rate Parity – International Fisher Effect

UNIT II: FOREIGN EXCHANGE MARKET

The International Financial Environment- International Financial Management and the multinational firm, Foreign exchange market- Foreign exchange rate determination Spot and forward markets- foreign currency options.

UNIT III: MANAGEMENT OF FOREIGN EXCHANGE EXPOSURE AND RISK

Types of Exposure, Foreign Currency Exposure, Economic Exposure, Operation exposure, Interest rate exposure and swaps

UNIT IV: MULTINATIONAL FINANCING INSTITUTIONS AND WORKING CAPITAL MANAGEMENT

The International Bank for Reconstruction and Development, the International development association, The International Finance Corporation, International monetary fund, Working Capital Management, Cash management Export and Import financing

UNIT V: CROSS-BORDER INVESTMENT DECISIONS

Capital budgeting, Approaches to Project Evaluation, Risk in Cross-border Investment Decisions, Incorporate Risk in Investment Decisions. Financing Decisions of MNC's: Introduction, the cost of capital, capital structure, Methods of raising capital

Course Outcomes:

1. The students will be able to get knowledge of international monetary system
2. Analyze foreign exchange market
3. Evaluate foreign exchange exposure and risk
4. Conceptual and analytical frame work of international financial institutions and working capital management
5. Evaluate cross border investment decisions

Text Books:

1. T. Siddaiah International Financial Management, : Pearson, 2009
2. Apte P G, International Financial Management, New Delhi: Tata McGraw Hills, publications, 2008.
3. Shapiro Alan C, Multinational Financial Management, New Delhi : Wiley India Pvt Ltd, 2008
4. O.P.Agarwal , International Financial Management Himalaya publishing house.

References:

1. Machi Raju International Financial Management, HPH, 2008.
2. V. A Avadhani International Financial Management, Himalaya 2008

3. Eiteman & Stonchill, “*Multinational Business Finance*”, Addison Wesley Longman, New Delhi, 2001
4. Adrian Buckley, “*The Essence of International Management*”, 1995
5. Abdullah Faud.A. “*Financial Management for the Multinational Firm*”, 1987.

Mode of Evaluation: Assignment, Seminar, Written Examination

Specialisation – C

14MBA406 CORPORATE BANKING

L T P C
4 0 0 4

Course Prerequisite: None

Course Description:

This course provides an overview of Corporate Banking business, from participants, processes and associated IT System architecture to the evolving trends in various areas of Corporate Banking in general can be efficiently designed and deployed.

Course Objectives:

1. To provide knowledge for decision making covering risk & general bank management.
2. To understand corporate Finance and working capital finance in banking operations
3. To understand the current state of merchant banking & investment banking in India.

4. To understand the advisory and consultancy services provided by the banks in India
5. To familiarize the students in projects and infrastructure finance.

UNIT I: CORPORATE BANKING:

Meaning and importance, various services provided viz., cash management, salary payment, debt management, factoring and forfaiting, trusteeship, custodial services, business advisory, off shore services, trade services, forex management, etc.

UNIT II: CORPORATE DEPOSITS

Importance of institutional deposits vis-a-vis retail deposits; Corporate Finance-Working capital finance, fund and non-fund based limits and import-export finance, corporate debt restructuring.

UNIT III: INVESTMENT BANKING

Meaning and scope of investment banking, evolution, overview of current state of investment banking in India; Merchant Banking –Advisory services for equity/debt issues, management, placement and distribution of equity/debt; Mergers and Acquisitions, Divestitures-Identification, Structuring, Negotiation and Execution, arranging finances, etc.

UNIT IV: CORPORATE ADVISORY SERVICES

Corporate Banking advisory services and consultancy, Capital restructuring, Project advisory, private equity and Venture capital, loan syndication services, etc.

UNIT V: PROJECT AND INFRASTRUCTURE FINANCE

Characteristics of Project Finance Technology selection, Assessment of technical collaborator-Market Analysis, Financial Analysis; Common risks in projects-Risk mitigation methodologies in projects; Project Planning-Network techniques for project implementation; Infrastructure financing cash flow deal agreement with parties involved-SPV-Monitoring and follow-up of the project.

Course Outcomes:

1. The students are able to understand various corporate banking activities in India.
2. The students are capable in ex-im and corporate restructuring activities.
3. Students are able to perform Merchant and Investment banking activities.
4. The students are become proficient in corporate banking advisory services.
5. Students are able to acquire analytical skills for different project appraisals

Text Books:

1. Indian Institute of Banking and Finance ,Corporate Banking, McMillan Publishers

References:

1. Uppal R, Indian Banking in the globalised world, New Century Publications, New Delhi
2. Mithi D.M, Money, Banking, International Trade and Public Finance, Himalaya Publishers
3. SundharamK.P.M ,*Money, banking, Trade and Finance*, S. Chand and Sons

Mode of Evaluation: Assignment, Seminar, Written Examination

Specialisation – D

14MBA407 TAX PLANNING AND MANAGEMENT

L T P C
4 0 0 4

Course Prerequisite: None

UNIT I: BASIC CONCEPTS OF INCOME TAX

Basic Concepts, Assessee, Person, Income, Total Income, Assessment year and previous year. Residential Status of a company - Incidence of Tax - Incomes exempt from Tax applicable to Corporate Assesseees.

UNIT II: COMPUTATION OF TAX

Computation of Income from business, capital gains and income from other sources with reference to corporate assessee (Problems).

UNIT III: CORPORATE TAXATION

Need, nature and scope - computation of taxable income – Carry forward and set off of losses - (Problems), Deductions from gross total income applicable to corporate assessee (Problems) - Tax incentives applicable to corporate assessee – problems on computation of taxable income of a company.

UNIT IV: TAX CONSIDERATIONS IN SPECIAL AREA

- a) Tax implications of foreign investments and collaborations.
- b) Mergers and amalgamations of companies.
- c) Capital structure and dividend policies.
- d) Depreciations other allowances.
- e) New industrial undertakings and tax relief.
- f) Personnel compensation plans.

UNIT V: TAX PLANNING

Concept of Tax planning, Tax avoidance, tax evasion, and tax management - significance of tax planning- Recognized methods of tax planning applicable to corporate assessee - Legal diversion of income from claiming maximum deductions - Implications of various tax planning methods on cash flows.

Text Books

1. Direct Taxes, Law and Practice - Bhagawathi Prasad - Vishwaprakasham – New Delhi.
2. Direct Taxes - Singhanian - Taxman Publications.
3. Income Tax - Law and practice - V.P. Gaur and D.B. Narang, Kalyani Publishers, Ludiana
4. Direct Taxes – Law and Practice – Dinkar Pagare, Sultan and Chand and sons, New Delhi.

Mode of Evaluation: Assignments, Seminars, Written Examinations

Specialisation – D

14MBA408 MERGERS, ACQUISITIONS & CORPORATE RESTRUCTURING

L T P C
4 0 0 4

Course Prerequisite: None

Course description

The course aims at illustrating the main topics related to M&A transactions and Corporate Restructuring activities. The course examines the finance, economics and business strategies that underlie many corporate transactions (mergers, acquisitions, tender offers, leveraged buyouts, liquidations and reorganizations) and investigates on the relevance of corporate restructuring in today's global and local economies.

Course Objective:

1. To explain Overview of Corporate Restructuring
2. To elucidate overview of mergers and acquisitions
3. To explain theories of mergers;
4. To explain the methods of valuation of mergers and acquisitions
5. To enlighten legal and cultural aspects in merger

UNIT I: OVERVIEW OF CORPORATE RESTRUCTURING

Introduction - History of Merger Movements - Forms of Corporate Restructuring: Expansions, Mergers and Acquisitions, Tender Offers, Joint Ventures, Sell Offs, Spinoffs, Split offs, Split ups, Divestitures, Employees Stock Option Plans (ESOPs), Equity Carve Outs, Master Limited Partnership (MLP) - Corporate Control Premium, Buybacks, Standstill Agreements, Leveraged Buyouts.

UNIT II: OVERVIEW OF MERGERS AND ACQUISITION

Merger Process: Five-stage model - Economic rationale for M & A - Major types of Mergers- Horizontal mergers - Vertical mergers - Conglomerate mergers - Concentric Mergers - Framework for analysis of mergers - Organization learning and organization capital - The Role of industry life cycle, Product life cycle in M & A - Cost and Benefit of Merger: Cost and benefit analysis of merger (mergers as a capital budgeting decision) - Share exchange ratio - Problems of calculating pre and post merger performances.

UNIT III: THEORIES OF MERGERS

Theories of merger: Efficiency theories - Differential efficiency – Inefficient management - Operating synergy - Pure diversification - Financial synergy - Strategic realignment to changing environments – Undervaluation - Information and signalling - Agency problems and managerialism - Hubris hypothesis.

UNIT IV: VALUATION

Multiples – Various kinds of multiples and how to view this from the perspective of M & A - Factors which impact the multiple - Finding the right multiple to value the company - Risk free rate of return – Key things to remember while doing cross border M & A – Beta - Factors impact beta - Levered and unlevered beta. Valuation during special situation of M & A- growth companies, distress companies, stable growth companies, listed and unlisted companies, volume and liquidity

discount, companies with negative cash flows, cash risk companies, IRR expectations, control premium. Valuation for cash Vs stock deals. Common mistakes / biases at the time of valuation. Negotiation for valuation in M&A deals – convert structure, warrant structure and other ways of structuring options. Special situation in valuation – SEBI valuation rules, takeover code valuation rules, FDI valuation rules.

UNIT V: LEGAL AND CULTURAL ASPECTS IN MERGER

Organizational and human aspects – managerial challenges of M & A - - Legal and regulatory framework of M & A – Provisions of Company's Act 1956 - Indian Income Tax act 1961 - SEBI takeover code - Take Over Defences: Takeover defences – financial defensive measures – Coercive offers and defence – anti-takeover amendments – poison pill defence.

Course Outcomes:

By the end of the course, student would be able to

1. Understand Overview of Corporate Restructuring
2. Learn overview of mergers and acquisitions
3. Understand theories of mergers;
4. Learn the methods of valuation of mergers and acquisitions
5. Analyse legal and cultural aspects in merger

References:

1. Weston., Fred,(2001). Mergers & Acquisitions. McGraw Hill.
2. Galpin., Timothy J, Herndon, Mark. JosseyBass,(2007). The Complete Guide to Mergers and Acquisitions: Process Tools to Support M&A Integration at Every Level. 2nd edition.
3. Feldman, Mark L / Spratt, Michael Frederick., (1999). Five Frogs on A Log: A CEO's Field Guide to Accelerating the Transition in Mergers, Acquisitions, and Gut Wrenching Change. 1st edition, New York: Harper Business.
4. Damodaran., Ashwath,(2009), Damodaran on Valuation. 2e, John Wiley
5. Burrough., Bryan, Helyar, John,(1990). Barbarians at The Gate: The Fall of RJR Nabisco. 1st e, New York: Harper & Row;. xvi, 528 p., 32 p of plates ISBN: 0060161728. Collins Business 2008.
6. Gaughan., Patrick A, (2010). Mergers-What Can Go Wrong and How to Prevent it. 1st edition, Wiley Finance.
7. Gaughan., Patrick A,(2015). M & A and Corporate Restructuring. Wiley.
8. Rajinder S Aurora; Kavitha Shetty, Sharad Kale (2011), Mergers and Acquisition, Oxford University Press.
9. Chandra Sekhar, Krishna Murthi and S.R. Viswanath (2008), M & A and Corporate Restructuring, Sage Publications.

Mode of Evaluation: Assignment, Seminar, Written Examination

Specialisation – E

14MBA409 FINANCIAL DERIVATIVES

L T P C
4 0 0 4

Course Prerequisite: None

Course Description:

The course provides a comprehensive knowledge to the students about the functioning of the domestic Derivatives Markets with a practical approach. It also kindles sufficient interest in them to consider this area for their career growth.

Course Objectives:

1. To provide students with a conceptual and practical framework of the functioning of Derivative Markets
2. To provide students with working knowledge about hedging, and trading in Derivative Markets
3. To provide students with the knowledge of options market
4. To provide students with a conceptual and analytical framework of the options pricing Markets
5. To provide students with the knowledge of various types of swaps

UNIT I: INTRODUCTION TO FINANCIAL DERIVATIVES

Financial Derivatives- Meaning, Origin and Growth of Financial Derivatives in India—Types of Derivatives –Forwards –Futures –Options –Regulatory Frame work.

UNIT II: FUTURES AND FORWARD MARKET

Forward contracts and its limitations- Financial Futures –Trading –Hedging strategies—Forward and Future prices –Stock Index futures –Currency futures—Interest rate futures— Future pricing – Trading –Margins Future market in NSE.

UNIT III: OPTIONS MARKETS

Need – Scope – properties of stock option prices —Types of options –Stock index Options –Interest rate options –Currency options –Options market on NSE.

UNIT IV: OPTION PRICING

Distinguish between Options and Futures, Trading strategies involving options, Introduction to Binomial model —Block schools Model pricing – Volatility –Causes of volatility –Pricing Index Options.

UNIT V: SWAPS

Concept and Nature of Swaps—Major Types of Financial Swaps –Interest Rate Swaps –Currency Swaps –Commodity Swaps – Credit Risk in Swaps

Course Outcomes:

1. Practically understanding and follow day-to-day developments in the Derivatives Markets
2. Develop the skill of using Derivative markets as one of the asset classes for investments
3. Practically understanding about options market
4. Conceptual and analytical framework of evaluating options pricing
5. Able to get knowledge of swaps

Text Books:

1. S.L.Gupta, Financial Derivatives: Theory Concepts and problems, Prentice Hall, New Delhi.
2. John C.Hull Introduction to Futures and Options Markets, Prentice Hall,New Delhi.
3. Thomas Mc Cafferty, All about Options, Tata Mc Graw Hill Publishing Company Ltd, New Delhi

References:

1. Stulz , Risk Management & Derivatives, , Cengage,2009
2. Jayanth Rama Varma Derivatives and Risk Management, TMH, 2008.
3. John C Hull Options, Futures and other derivatives, : 7th Edition, Pearson Education, 2009
4. David A. Dubofsky, Thomas W Muller, TR:Derivatives Valuation and Risk Management, Oxford, 2008
5. G. Koteswar Risk Management Insurance and Derivatives, : Himalaya, 2008

Mode of Evaluation: Assignment, Seminar, Written Examination

Specialisation – E

14MBA410 BANKING AND INSURANCE

L T P C
4 0 0 4

Course Prerequisite: None

Course Description:

This course will provide the students, a greater in-depth knowledge of different aspects of Banking, Insurance and other financial services and a thorough understanding. It is also given an adequate exposure to operational environment in the field of Banking, Insurance and other related financial services.

Course Objective:

1. The course aims at providing an understanding of the various Banking activities.
2. To familiarize the students to give necessary concepts and a broad perspective on General and Life Insurance related issues.
3. Understand the risk management concept particularly Insurance and Banking
4. Students Obtain the knowledge on types/terms of insurance & regulatory authorities
5. To understand the electronic banking activities in Banking sector in India.

UNIT I: OVERVIEW OF INDIAN BANKING SYSTEM

Overview of Indian Banking System, Functions of banks, key Acts governing the functioning of Indian banking system – RBI Act 1934, Negotiable Instruments Act 1881, Banking Regulations Act 1948 – Rights and obligations of a banker -Basic Banking Concepts, Overview of Financial statements of banks.

UNIT II: CREDIT MONITORING AND RISK MANAGEMENT

Need for credit monitoring, Signals of borrowers' financial sickness, Financial distress prediction models – Rehabilitation process, Risk management – Interest rate, liquidity, Forex, credit, market, operational and solvency risks – risk measurement process and mitigation, Basic understanding of NPAs and ALM.

UNIT III: E-BANKING

Payment system in India – Paper based, e-payments – Electronic banking – advantages – Plastic money, E-money – Forecasting of cash demand at ATMs – Security threats in e-banking and RBI's initiatives. Technology driven Banking services and products-(E-Payment and Settlement System- ECS, NEFT, RTGS, SWIFT, Debit/Credit Card, Travel Card, Charge Card), Alternative Banking Channels

UNIT IV: LIFE INSURANCE

Definition, nature, evolution, role and importance of insurance business in India, Types of Insurance-General and Life, Basic principles of General and Life Insurance, Insurance contracts:- Life insurance products, premium plans, social security schemes, pension policies, group insurance schemes and financial gerontology of superannuating policies-Principles of Actuarial valuation

UNIT V: GENERAL INSURANCE

Concept, Types; Public & Pvt. Sector companies in India – their products, schemes & plans. IRDA Act 1999 – Organization, guidelines for life & Nonlife insurance General insurance products, underwriting concepts, standard conditions and warranties with respect to Fire, Marine, Motor, Engineering and Miscellaneous products.

Course Outcomes:

1. Students will be to get in-depth analysis of the commercial banking and insurance in the liberalized Indian economy.
2. Students are familiar with different types of insurance products available in India and their working and features.
3. Student are able to understand the E-payment mechanism practices in India
4. Students are capable of analyzing risks associated with each product of Banking and Insurance in India.
5. Students are familiar with NPA and ALM practices of Indian Banking Industry.

Text Books:

1. Agarwal, OP, Banking & Insurance, Himalaya Publishing House, Mumbai, 2014

References:

1. Peter S. Rose and Sylvia C. and Hudgins, “Bank Management and Financial Services”, Tata McGraw Hill, New Delhi, 2012.
2. Gordon-Natarajan- “Banking theory Law & Practice” Himalaya Publishing House, Mumbai, 2013
3. Varshey P.N- Banking Law and Practice, Sultan Chand & Sons., New Delhi, 2012
4. Tripathy Nalini Prava & Prabir Pal, Insurance Theory & Practice, Prentice Hall of India Pvt. Ltd., New Delhi

Mode of Evaluation: Assignment, Seminar, Written Examination

Specialisation – F

14MBA411 FINANCIAL ENGINEERING

L T P C
4 0 0 4

Course Prerequisite: None

Course Description:

Financial engineering aims at reviewing the main models and modeling techniques used in practical applications, understanding their applicability and limitations, and at building an integrated framework allowing students to decide what stochastic factors (e.g., volatility, jumps, one or more interest rate factors, default intensities) should be incorporated in a reasonable pricing model for a given derivative and formulate a consistent model incorporating the chosen factors.

Course Objectives:

1. To know about tools of financial engineering
2. To develop new financial products
3. To identify the risk management issues and instruments
4. To know about mergers and acquisitions
5. To identify the recent developments in financial globalization

UNIT I: INTRODUCTION TO FINANCIAL ENGINEERING

Meaning, Scope and Need-Tools of Financial Engineering – Financial Engineering and Financial Analysis – Factors Contributing to the Growth of Financial Engineering – Financial Engineering Process.

UNIT II: FINANCIAL PRODUCT DEVELOPMENT

Need – Direction – Design – Testing and Introduction – Recent Debt Market Innovations – Zero Coupon Securities – Repo and reverse Market, Junk Bonds, Fixed Vs Floating Rate – Equity and Equity Related Instruments – Equity Options – Warrants – Equity Distribution – The Role of Equity in Corporate Capital Structure – Hybrid Securities – Meaning – Need and Types of Securities.

UNIT III: FINANCIAL ENGINEERING PROCESS AND STRATEGIES

Overview – Changing Face of Liquidity Management – Asset Liability Management (ALM) in Banking sector – Hedging – Process of Hedging – Risk Management issues and Instruments – Liquidity Risk Management – Interest Rate Risk Management – Currency Risk Management – Role of GAP – Simulation – Duration Method – Value at Risk (VAR).

UNIT IV: CORPORATE RESTRUCTURING

Mergers and De-mergers – Motives – Acquisitions – Takeover – LBO – Sources of Value in a Leveraged Buy Out – Disinvestments Process – Motives – The Role of Financial Engineer.

UNIT V: GLOBALIZATION AND FINANCIAL ENGINEERING

Meaning – Recent Developments Towards Financial Globalization – International Capital Markets and Instruments – Development of New Markets and Market Linkages – Recent Trends in Settlement and Clearing – Financing Engineering and Monetary Policy – Legal Protection for

innovative Finance Products – Using a Copy Right – Patent Right and Trade Mark – Legal Protection Against Unfair Competition.

Case Study: Compulsory and Relevant Cases have to be discussed in each unit.

Assignment: Two relevant assignments have to be given to the students

Course outcomes

1. On completion of the course students will be able to know how to explore new financial technologies in risk measurement and management,
2. Derivatives pricing and hedging,
3. Portfolio management,
4. Model validation and
5. Corporate finance

Text Books:

1. John F. Marshall & Vipul; K. Bansal, Financial Engineering; A complete Guide to Financial innovation, Prentice-Hall of India, Private Ltd., New Delhi,
2. Prasanna Chandra Financial Management, Tata McGraw Hill

References:

1. Gerald A. Fleischer, Capital Allocation Theory: The Study of Investment Decisions, Appleton-Century-Crofts, Merdith Corporation, New York.
2. S. Roman, *Introduction to the Mathematics of Finance: From Risk Management to Options Pricing*, Springer, 2004.
3. J.C. Hull, *Options, Futures and Other Derivatives, 6th Edition*, Prentice Hall of India / Pearson Education, 2006. [7th international edition is available now.
4. Buckley Andriaw, “Multinational Finance”, PHI. New Delhi.
5. Jeevanandam C, “ Foreign Exchange and Risk Management”, Sultan Chand & Sons, New Delhi
6. Edwards Franklin, “ Futures ad options”, TMH (International Edition), New Delhi
7. Chaterjee B.K., “Principles of Foreign Exchange” MPH, Mumbai
8. Dubofsky, “Options and Financial Futures Valuation and Uses”, TMH, New Delhi
9. Williams, “ Risk Management and Insurance”, TMH (International Edition), New Delhi

Mode of Evaluation: Assignment, Seminar, Written Examination

Specialisation – F

14MBA412 MANAGEMENT CONTROL SYSTEMS

L T P C
4 0 0 4

Course Prerequisite: None

Course Description

The course is to orient students with the various concepts of Finance, Financial Tools & Techniques so as to appraise the students about the concept of management control system and its role in efficient management of organizations.

Course Objective

1. to know the meaning nature and purpose of management control systems
2. To know the importance of standard costing
3. To identify the concept of responsibility centre
4. To classify the inventories and techniques of effective inventory control
5. to have management control inn service organisation.

UNIT I: THE CONCEPTUAL FOUNDATIONS OF CONTROL SYSTEMS

Meaning, Nature and purpose of control systems – Relationship between Strategy and Management Accounting – Role of cost and management accounting in strategy formulation and performance measurement –Management accounting and strategic cost management: Indian perspective – Application of new management accounting techniques in the current business environment – Techniques for profit improvement and cost reduction.

UNIT II: INSTRUMENTS OF CONTROL IN ORGANIZATIONS

External audit, internal controls, internal audit, role of financial controllers - flexible budget, zero base budget, performance budgeting, Elements of Standard Costing System – Advantages of Standard Costing – Variance Analysis – Direct Material Cost Variance – Causes and control – Labour Cost Variance,

UNIT III: ACCOUNTABILITY IN ORGANIZATIONS

Concept of responsibility centre, cost centre, profit centre, investment centre, ABC costing, transfer prices Objectives – Methods – Pricing Corporate Services. Break Even concept Break Even Chart – Break Even Point- Margin of safety – Angle of incidence-assumptions – uses and limitations of Break Even Analysis (Illustrations). CVP analysis, process control.

UNIT IV: INVENTORY CONTROL AND PERFORMANCE MEASUREMENT SYSTEM

Classification of Inventories – Objectives of Effective inventory control – Inventory Control Techniques – Economic ordering Quantity (EOQ) – Control through ABC Analysis.- The balance Score Card – Key Performance Indices and Critical success Factors

UNIT V: MANAGEMENT CONTROL IN SERVICE ORGANIZATIONS

Non-profit organisations – Professional organisations – Banking Sector - Multinational firms.

Course outcomes:

1. Students are able to identify key instruments of management accounting, such as activity-based costing or budgeting in managerial decision-making.
2. Able to design a Management control system for a business unit.
3. Able to apply EOQ, ABC techniques for effective inventory control
4. Applying CVP and BEP analysis in the organisation
5. Able to control the cost by using standard costing.

Text Books:

1. Anthony R.N., Govindarajan V Management Control Systems, (Tata McGraw Hill)
2. Pradip Kumar Sinha Management Control systems (A Managerial Emphasis, 2009, Excel Books.

References:

1. P Saravanavel., 2007 Management Control systems (Principles and practices), HPH.
2. Maciariello & Kirby Management Control Systems : Using Adaptive Systems to attain Control : (Prentice Hall)
3. Mohindar N Kaura Management Control and Reporting System, , SAGE Publications Pvt. Ltd.,
4. Maciariello & Kirby Management Control Systems, PHI.
5. Ghosh Management Control Systems, PHI.

Mode of Evaluation: Assignment, Seminar, Written Examination

ELECTIVES IN HUMAN RESOURCE MANAGEMENT

Specialisation – A

14MBA413 HUMAN RESOURCE PLANNING

Course Description:

This course develops understanding for the human resources planning, recruitment, and selection and prepares students for careers in the areas of human resources. Students opting for this elective specialize in the various aspects of HR Planning, concepts of human resources and planning, considerations in various types of human resources planning, career planning and career movement within the organization

Course objective:

1. To familiarize the students with the basic concepts, tools and techniques of work study
2. To assess the human resources requirements quantitatively.
3. To familiarize the students with the basic concepts, tools and techniques of qualitative measurement of human resources requirements.
4. To enable the students to acquire the knowledge necessary for preparing the manpower plan of a business enterprise and subsequent plans of actions.
5. To train them in application of human resource planning techniques.

UNIT I: INTRODUCTION

Human Resource Planning, Definition, need, importance, objectives, dimensions and benefits of HRP, Business Strategy and HRP, HR Planning Process, Macro and Micro Level Manpower Planning, factors affecting/influencing HRP, HRP tools, Approaches to HRP.

UNIT II: FORECASTING HR DEMAND

Need and factors affecting forecasting HR Demand, Forecasting HR Demand at Macro and Micro level, Tools and techniques of forecasting HR Demand- Quantitative Tools- Analysis of workload factors, Ratio Trend, Regression analysis, modelling and multiple predictive techniques; Qualitative Technique- Managerial judgment, Delphi, Nominal Group Technique

UNIT III: FORECASTING HR SUPPLY

Factors affecting HR Supply, Sources of HR Supply- Estimating Internal labour supply, HRIS- types of data and uses; Estimating External source of supply: Labour Market behavior, Methods of Forecasting Supply- Staffing and Manning table, Markov. Replacement chart

UNIT IV: MANAGING HR GAP THROUGH HUMAN RESOURCE PLANNING

Managing HR Shortage- Job analysis and Recruitment- policy, Compulsory Notification of Vacancy Act 1959, Recruiting agency, Weighted Application Blank; Selection Process; Test and Interview; Training and Development, Outsourcing, Stay Interview, Career Planning, Managing HR Surplus- Employee Separation- lay off, retrenchment, VRS, transfer, workforce redeployment

UNIT V: HUMAN RESOURCE MEASUREMENT

Human Resource Audit and its implications, scope, characteristics and Process of HR audit, various methods of valuation of human resource, Human Resource Accounting (HRA)- Concept, definition and objectives; Accounting standards and their applications in HRP. . Barriers to HRP, and guidelines for effective HRP.

Case Study: Compulsory and Relevant Cases have to be discussed in each unit.

Assignment: Two relevant assignments have to be given to the students

Course Outcomes:

1. To scout and source process in organizations right from planning to placement
2. To design a roadmap for professionals to upgrade their human resource competencies
3. To integrate HRM department with the other departments in organization.
4. Will be able to prepare accounting and auditing of HR's in an organization
5. Be able to measure human resource, HRP – barriers and guidelines for effective HRP.

Text Book:

1. Dipak Kumar Bhattacharya, Human Resource Planning, Exel Books, 2007.
2. Gordon and Mcbeath, Manpower Planning and Control, McGraw Hill.

References:

1. R. S. Dwivedi, Manpower Management, McGraw Hill.
2. Edward Leek, Love ridge Luembey and Morgan Silver, Manpower Planning Strategy and Techniques, Prentice Hall India.
3. Sahoo C. Human Resource Planning, SM
4. SekhriArun, Human Resource Planning & Audit, Himalaya Publishing House.
5. Anne Anastasi, Susanurbina ,Psychological testing , PHI
6. Thomes H. Patters, Manpower Planning and Development of Human Resources, John Wiley.
7. Garden, Me Beath, Organisation and Manpower Planning, Business Books
8. Srivarsava MP, Human Resource Planning, Institute of Royal Resource

Mode of Evaluation: Assignments, Seminars and Written Examination.

Course Prerequisite: None

Course Description:

Talent management has become one of the most popular concept of business management, designed to help companies leverage human capital for maximum gain. From strategic planning to acquiring talent to performance management and succession planning, this course will teach the elements of talent management within a framework that uses concrete examples, real language, and an eye towards current application. Whether you are starting your own business or are the CEO of a Fortune 500 company, this course can help you better understand talent management techniques and learn to use them in a profitable way. Especially during these tough economic times, find out how the talent management process can make a difference in determining your business success.

Course objective:

1. To impart students an understanding of talent procurement, development and retention of talent.
2. Define talent acquisition, Use tangible and intangible data to build a business case for effective talent management.
3. To understand the pool of talents and various ways of procuring and developing.
4. To understand strategies like gallop research studies and employee engagement techniques.
5. Develop a Talent corpus of individuals for Next generation.

UNIT I: INTRODUCTION

Introduction - Concept and approaches to talent management, strategic importance of talent, talent imperatives, elements of talent management, workforce diversity and talent management, role of HR in talent management, Talent identification, integration, and retention.

UNIT II: TALENT MANAGEMENT PRACTICES AND PROCESS

Building the talent pipeline; Managing employee engagement; Key factors and different aspects of talent management; using talent management processes to drive culture of excellence; Future directions in talent management practice and research.

UNIT III: TALENT PROCUREMENT AND DEPLOYMENT

Identifying talent needs, sourcing talent; developing talent, deployment of talent, establishing talent management system, talent multiplication

UNIT IV: TALENT RETENTION

Cost and consequences of talent departure, diagnosing causes of talent departure, measuring and monitoring turnover and retention data, conducting exit and stay interviews, Employee Engagement-Concept, importance, Gallup Research Studies, designing employee engagement strategies.

UNIT V: RETURN OF TALENT

Measuring contribution of talent to business performance, talent metrics, human transformation and reorganization of HR, new imperatives.

Case Study: Compulsory and Relevant Cases have to be discussed in each unit.

Assignment: Two relevant assignments have to be given to the students

Course Outcomes:

1. Students will be able to apply the various ways to hire, develop and improve talents of teams.
2. Understand and follow the process behind performance talent retention and succession planning.
3. Enable the Talent procurement and deployment.
4. Help understand the students the cost involved in appointment and turnover.
5. Understand the contribution of talent in accomplishment of individual & corporate objectives.

Text Books:

1. Cheese, Peter, Robert J Thomas and Elizabeth Craig, The Talent Powered Organization, Kogan Page Ltd.
2. Stringer, Hank & Rusty Rueff, Talent Force: A New Manifesto for the Human Side of Business, Pearson Education, Prentice Hall Upper Saddle River, New Jersey
3. Sears David, Successful Talent Strategies, American Management Association, AMACOM, Press, New York

References:

1. Lawyer III, Edward E, Talent: Making People your Competitive Advantage, Dave Ulrich, Jossey Bass, A Wiley Imprint
2. Phillips, Jack J, Lisa Edwards, Managing Talent Retention, An ROI Approach, Pfeiffer, A Wiley Imprint
3. David, Tony, Maggie Cutt, Neil Flynn, Peter Mowl and Simon Orme, Talent Assessment, Gower Publishing Ltd., Hampshire Ltd.
4. R.F. Silzer & B.E. Dowell (Eds.) Strategy – driven talent management: A leadership imperative, San Francisco: Jossey Bass.

Mode of Evaluation: Assignments, Seminars and Written Examination.

Course Prerequisite: None

Course Description:

The course provides employees with knowledge of reward and benefits, the single largest budget component for most businesses, and, at the same time, a key to success or failure. Besides being a cost factor, the design of the reward system has a major impact on a company's attractiveness to job seekers and the behavior of current employees. The course provides a systematic guideline or road map for identifying and designing reward systems that add value.

Effective reward management in line with the principles of both strategic management and the scientific study of human behavior. Students will explore the theory, concepts, and methods used to design compensation and benefits systems in ways that contributes to achieve the goals of the organization and its individual members.

Course objective:

1. Relate reward management to behavioral theories and concepts and within the wider context of human resources management
2. Identify the internal and external environmental factors that have an impact on the pay structure of an organization
3. To educate the students on the theoretical foundations of reward and remuneration strategies in organizations.
4. To explain to the students the issues in designing the reward systems, the methods and aims of different forms of payment systems; and
5. To make students aware of the employers obligations under labor statutes governing wage and salary administration.

UNIT I: REWARD MANAGEMENT

Concept, Significance, Basis for Compensation, Factors influencing employee compensation Trends. Job evaluation as basis Conducting pay and benefit surveys- Job evaluation methods and competency analysis.

UNIT II: PAY STRUCTURES AND EMPLOYEE BENEFITS MANAGEMENT

Pay structures purpose and types, graded pay structures, broad banding, and rewarding individual and team contributions; Employee Benefits- Fringe benefits, allowances and pension schemes, managing the reward system for special groups, rewarding directors and senior executives, retirement Plans including VRS / Golden Handshake Schemes.

UNIT III: ORGANIZATIONAL PERFORMANCE

Performance related pay, performance management and rewards, shop floor incentive schemes, skill based pay, and competency related pay, team rewards, relating rewards to organizational performance, non-financial rewards.

UNIT IV: STATUTORY PROVISIONS

Wage boards: concept, structure and functions; pay commission – Need, Importance, report; Pay budget management – International pay system

UNIT V: INTERNATIONAL PAY AND EXPATRIATE REWARDS

International Pay- concept and role of consultant; expatriate reward- concept, rewarding sales staff, managing reward systems, managing rewards with the help of computers.

Case Study: Compulsory and Relevant Cases have to be discussed in each unit.

Assignment: Two relevant assignments have to be given to the students

Course Outcomes:

- 1.Students will be able to analyze the relationship between the environment, strategy and systems of reward management.
- 2.Explore the conceptual apparatus and theoretical debates informing reward management.
- 3.Help understand the relationship between pay and performance in the organization.
- 4.Enable the students to understand the statutory provisions with regards to pay.
- 5.Help students understand the International pay and Expatriate reward systems.

Text Books:

- 1.B.D. Singh, Compensation and Reward Management, - EB
- 2.Compensation Management, Milkovich,Newman,TMH,2009
- 3.Dr. Kanchan Bhatia, “Compensation Management”, 2009, Himalaya Publishing House.

References:

- 1.A.M. Sharma, Understanding Wage and Compensation System, HPH.
- 2.Tapomoy Deb, “Compensation Management”, 2009, Excel Books, New Delhi.
- 3.Dipak Kumar Bhattacharyya, “Compensation Management”, 2009, Oxford University Press.
- 4.Barry Gerhart and Sara L. Rynes, Compensation, Sage Response Books.
- 5.Michael Aqrmstrong, Employee Reward, Oxford Universities Press (India) Ltd. 2008
- 6.D. S. Upadhyay, ‘Compensation Management Rewarding Performance’ By Global India Business Publications, New Delhi.

Mode of Evaluation: Assignments, Seminars and Written Examination.

Specialisation – B

14MBA416 INDUSTRIAL RELATION AND LABOUR LEGISLATIONS

L T P C
4 0 0 4

Course Prerequisite: None

Course Description:

This is a specialized Management course with core focus on Industrial Relationship and Labour Legislation. In this era of Industrialization it is very significant to understand basics of management. This program enables the candidate to capture the significant elements of laws to run an industry. It is a course which should be done by candidates who wants to understand management fundamentals and basic elements of an Industry.

Course objective:

1. To impart knowledge of the contents of the laws relating to Trade Unions, Standing Orders and Industrial Disputes.
2. To enable the students to interpret and apply these laws.
3. Impart knowledge of the contents of the laws and expose the students to the interpretation and stimulate thinking on rationale behind the laws and their enforcement problems
4. To develop an understanding of the interaction pattern among labour, management and the State.
5. To impart basic knowledge of the Indian Industrial Relations System and its distinctive features in comparison to other countries
6. To make students understand the frame work of industrial relations in India and abroad; to educate students regarding labour legislations in India.

UNIT I: INTRODUCTION

Industrial Relation: Concept, Scope and Approaches to Industrial Relations- Unitary, Pluralistic, and Radical approach, Industrial Relations Systems (IRS), Values in IR. Role of State in Industrial Relations in India. Trade Unionism: Concept, structure and function, Union Registration and Recognition under Indian Trade Union Act 1926, Trade Union Movement in India.

UNIT II: INDUSTRIAL DISPUTE: PREVENTIVE AND SETTLEMENT MACHINERY

Industrial Dispute: causes, types, methods of settlement of dispute in India under Industrial Dispute Act 1947, Code of Discipline and Grievance Management. Collective Bargaining: Meaning, Concept and functions, Types of Bargaining, Process of Bargaining, Emerging Trends in Collective Bargaining,

UNIT III: LABOUR LEGISLATIONS CONCERNING WORKING CONDITIONS

Need, objectives, scope, growth of labour legislation in India. Legislations on working conditions, Factories Act, 1948, Contract Labour (Regulation and Abolition) Act, 1970. Industrial Employment Standing Order Act, 1940

UNIT IV: LEGISLATIONS CONCERNING WAGES AND LABOUR SAFETY

Payment of Wages Act, 1936, Payment of Bonus Act 1965, Equal Remuneration Act, 1976, The Workmen's Compensation Act, 1923, Employees' State Insurance Act, 1948, The Employees Provident Fund Act, 1952 & 1995. Payment of Gratuity Act 1972

UNIT V: INDUSTRIAL RELATION PRACTICES

Tripartism and IR, ILC & SLC. ILO- Structure and Functions. Conventions and Recommendations. Bipartism link with Tripartism, Strengthening Tripartite Social Dialogue. Workers Participation in Management: Concept, Scope, Levels and functions, Forms of Workers' Participation, Workers Participation in other countries.

Course Outcomes:

1. Students will be able to apply their knowledge on industry related aspects and find out new ways of dealing with employees grievances within the legal framework.
2. Understand the various legal machineries available to settle disputes.
3. Understand the various labour legislations concerning working conditions.
4. Help understand and apply the laws concerning wages and labour safety.
5. Understand the various Industrial relation practices in India.

Text Books:

1. Industrial Jurisprudence & Labour Legislation, A.M. Sharma, HPH
2. Industrial Relations, Trade Union & Labour Legislation, Sinha, Sinha, Shekhar, Pearson
3. Labour Laws, Taxmann
4. Industrial and Labour Legislations, L.M. Porwal and Sanjeev Kumar - Vrinda

Reference:

1. Venkataratnam. C. S. Industrial Relations: Text and Cases. Delhi. Oxford University Press.
2. Dwivedi, R.S., Managing Human Resources: Industrial Relations in Indian Enterprises, New Delhi, Galgotia Publishing Company.
3. Edwards, P. Industrial Relations: Theory and Practice in Britain. U.K. Blackwell Publishing.

Mode of Evaluation: Assignments, Seminars and Written Examination.

Specialisation – C

14MBA417 LEADERSHIP AND TEAM BUILDING

L T P C
4 0 0 4

Course Prerequisite: None

Course Description:

To provide insights to essential theories and concepts for analyzing, understanding, and managing leadership and teams. Understand components that comprise teams, highlights key factors that influence team effectiveness, develops skills in diagnosing opportunities and threats that face teams, and enhances teamwork expertise. Learning and implementing techniques to build and sustain teams, and completing a team project to apply the skills and knowledge to a real-world team. Helps to examine the interpersonal processes and structural characteristics that influence the effectiveness of teams, individual behavior in face-to-face interactions, and the dynamics of interpersonal relationships. Understand the theory and processes of group and team behavior to inform how effectively lead teams. General principles and processes of effective leadership to lead in a wide variety of situations.

Course objective:

1. Improve analytic abilities in understanding the behavior of individuals and groups in organizations.
2. Apply tools for diagnosing and enhancing team effectiveness.
3. Increase awareness of how successful business executives lead and what separates them from their unsuccessful counterparts,
4. Gain experience in leadership situations, including learning to deal with conflict, time pressure, and different accountability systems, and
5. Develop confidence as a leader, knowing that leadership happens everywhere in organizations (not just at the top) and that your long-term effectiveness as a manager depends on your ability to lead others

UNIT I: INTRODUCTIONS

Evolution of leadership over the years; myths about leadership; Definitions, process and functions of leadership; The universal inner structure of a good leader- the character, selflessness, ambition; Essential qualities- courage, will power, initiatives. *Exercise:* Attributes of successful leader

UNIT II: DEALING WITH SELF AND PEOPLE

Knowledge of job and self, dealing with people at various levels- colleagues, boss, working for a leader; communication, Leadership styles, leadership in global context; transformational and transactional leadership, center for creative leadership studies. *Exercise:* Dealing with People

UNIT III: STRENGTHENING LEADERSHIP POTENTIALS

Strengthening Leadership Potentials- Meaning, Self-Development Diary, lesson from the life sketch of Benjamin Franklin, M.K Gandhi, Winston Churchill

UNIT IV: TEAM BUILDING

History – Hawthorne Studies, group dynamics, Purpose and value of team building – Silo management, Analogies, benefits, barriers of team building, characteristics and types – project teams, self-directed work teams, cross functional teams, tiger teams. Team building process, managing conflicts in teams.

UNIT V: TEAM EVALUATION

Value, Problems, Assessment of successful teams, team and team member evaluation, standards of evaluation, result based evaluation, suggestions for evaluations. Creation of virtual teams, myths of virtual teams, need, skill and tools, advantages and challenges of virtual teams.

Course Outcomes:

1. Students will be equipped with essential skills required for effective and efficient performance that will ensure personal and career growth, ensure smoother and faster adaptation (accommodation and assimilation) to corporate culture & changing demands of Teams and the work environment.
2. Understand the art of self-introspection and dealing with people
3. Understand how leaders are made and what makes them, leadership essential qualities.
4. Understand through the suitable examples how teams are built, types of teams and managing conflicts within and across teams.
5. Learn how to assess and evaluate teams, myths of virtual teams and challenges

Practical Components:

1. Choose 3 successful & 3 failed leaders and identify the contributing factors and present your findings to the class.
2. Across domains like sports & business & religion, develop an essay on the underlying trends and how these brands can leverage them.
3. Write a comprehensive essay on management vs. leadership
4. Interview 5 thought & practice leaders about their life learnings on leadership. Present your findings to a panel of these leaders.
5. Choose 3 leaders who tasted success after failures and 3 who tasted failure after early successful and develop the lessons from both groups. Present your findings to a panel of these leaders.
6. Do a thorough research about leadership & vulnerability & values & integrity

Case Study: Compulsory and Relevant Cases have to be discussed in each unit.

Assignment: Two relevant assignments have to be given to the students

Text Books:

1. M.L. Chibber- Leadership-SSSST Pub
2. Craig M Watson - 'Dynamics of Leadership', Jaico Publishing House, Bangalore.
3. Stephen R Covey - 'Principle Centered Leadership', Simon and Schuster, London.
4. Rustom S Davar- 'Creative Leadership', UBS Publishers, New Delhi.
5. Robert H. Palestini - Leadership Theory To Practice: A Game Plan For Success As A Leader :, Rowman& Littlefield Education, 2009
6. Peter G Northouse - Authentic Leadership Theory And Practice: Origins, Effects And Leadership : Theory And Practice, , 5/e , Sage South Asia,
7. Development - William L. Gardner, Bruce J. Avolio, Fred O. Walumbwa, Jai Press(ny), 2005.

8. Roger Gill - Theory And Practice Of Leadership -, Sage Publications,2006

References:

1. George C Homans - 'The Human Group', harcourst brace Jovanovich, New York.
2. V. H. Vroom and P W Yelton- 'Leadership and Decision making', University of Pittsburg Press, Pittsburgh, United States.
3. Leadership Development In Balance: Made/Born - Bruce J. Avolio,
4. Lawrence Erlbaum Associates, 2005
5. 2. Reordering The World: Geopolitical Perspectives On The 21st
6. Century - George J. Demko, William B. Wood, 2/e, Westview Press,
7. 1998.
8. 3. Project Leadership: From Theory To Practice - Jeffrey K. Pinto, Peg
9. Thoms, Todd S. Palmer, Project Management Institute, 1998

Mode of Evaluation: Assignments, Seminars and Written Examination.

Specialisation – C

14MBA418 BUILDING CREATIVE POTENTIAL

L T P C
4 0 0 4

Course Prerequisite: None

Course Description:

The major purpose of this course is to study the theoretical and practical aspects of creativity- what is creativity, how do we develop it in ourselves. The course is an overview of major definitions, theories, and research related to the study of creativity and the creative individual. Class members will learn techniques for stimulating creative thinking as well as strategies for adapting existing curricula to develop creative thinking abilities in students. Topics also include the assessment of creative thinking, methods for enhancing personal creative abilities, and techniques for examining the creative process.

Course objective:

1. Describe factors that influence the development, assessment, and evaluation of creative potential in individuals.
2. Apply techniques for developing creative thinking abilities in students. These will include brainstorming, attribute listing, MBTI, FIRO-B and creative problem solving.
3. Discuss, in an on-line format, class activities, practices, issues in creativity, and organizational strategies that support the development of creativity.
4. Increase personal creative abilities.
5. To develop an all-inclusive framework to understand knowledge, creative processes as a strategic edge in turbulent environment.

UNIT I: SELF AWARENESS / KNOW THYSELF

Methods of Introspection- SWOT analysis, Johari Window, Transactional analysis Individual Peculiarities - Life Positions, Personality Types, Defense Mechanisms. Perceptions - perceived risks, Attitude formation, Motivations. Introduction to Personality Assessment & Testing tools (MBTI, FIRO-B)

UNIT II: ROLE OF DIFFERENT INTELLIGENCE

Intellectual Intelligence - factor theories and process - oriented theories of intelligence, Emotional Intelligence, managing self and other's emotions.

UNIT III: ROLE OF A MANAGER

Tasks and responsibilities of a Professional Manager, Efficient performance of managerial functions, Organizational Hierarchies & reporting systems, Introduction to various Management Systems and Processes, Management by Objectives (MBO), Management by Exception.

UNIT IV: SELF DEVELOPMENT

Thinking - Thinking process, Lateral thinking and Creative thinking, Logical thinking (inductive and deductive logic) *Learning* - Levels of learning, Cognitive learning, Social learning, Experiential Learning. *Memory* - levels of Forgetting, causes of forgetting, memory techniques. Understand Organizational Culture, Creating and managing personal identity at work place.

UNIT V: SELF-MANAGEMENT

Goal setting, Time management, Stress Management - effective coping strategies, Conflict Management - types, conflict resolution techniques, Negotiation skills, Problem solving & Decision making skills, Knowledge management, 5 S' Organizational skills, Leadership Styles and their application, Situational Leadership, Social Skills - Interpersonal relations, Empathy, Foundations of Group Behavior

Case Study: Compulsory and Relevant Cases have to be discussed in each unit.

Assignment: Two relevant assignments have to be given to the students

Course Outcomes:

1. Students will be able to apply the creative potential insights into the organizational learning processes.
2. Understand Managerial/behavioral skills conducive to encouraging creative efforts in self and others; how they can be fostered and enhanced; build the creative talent hub.
3. Analyze and know thyself, Thinking, Learning, Memory, understand Organizational Culture, Creating and managing personal identity at work place
4. Enable Self-management -Goal setting, Time management, Stress Management - effective coping strategies, Conflict Management.
5. Enable the students to be good at the art & science of Negotiation skills, Problem solving & Decision making skills, Knowledge management, Leadership Styles, Situational Leadership, Social Skills and Foundations of Group Behavior

Text Books:

1. Wallace, Masters, Personality Development, Cengage, 2009
2. Ramesh & Ramesh, The ACE of Soft Skills: Attitude, Comm. and Etiquette for Success, Pearson, 2010

References:

1. Lewis, Body Language, Sage Publication, 2008
2. Hurlock, Personality Development, Tata McGraw hill, 2010
3. Bhatti, the Dynamics of Personality, Pearson, 2009
4. BELBIN R. M., Management teams: why they succeed or fail, Oxford, Butterworth-Heinemann, 1981
5. Morgan, King, Weiss & Schopler, Introduction to psychology, Tata McGraw Hill.

Mode of Evaluation: Assignments, Seminars and Written Examination.

Specialisation – D

14MBA419 CROSS CULTURAL MANAGEMENT

L T P C
4 0 0 4

Course Prerequisite: None

Course description

This course focuses on the variety of issues and opportunities that arise when we take action (i.e., leading, managing, being a member, following) outside our own culture. Emphasis in this course will be on personal experiences and interpretations. However, the culture of organizations and academic disciplines are also discussed. Extensive use will be made of student experiences and research.

Course Objectives:

1. To explain the cultural issues and challenges;
2. To elucidate the significance of culture in international management;
3. To explain managing communication across cultures
4. To explain Cross-cultural leadership and motivation
5. To explain the impact of culture on Intellectual property

UNIT I: INTRODUCTION TO CULTURAL DIFFERENCES AND THE CHALLENGES

Cultural differences - Challenges in managing people across cultures; Self awareness of Cultural conditioning, individual biases and assumptions and their implications on interactions with the people who are different from us.

UNIT II: CULTURAL IMPACT ON MANAGEMENT

Cultural impact on management: The impact of culture on management; the significance of culture in international management; Understanding and Managing Cultural Diversity - Meaning and dimensions of culture; comparative international management styles.

UNIT III: CROSS CULTURAL COMMUNICATION & NEGOTIATION FOR COMPETITIVE ADVANTAGE

Cross-Cultural Communication and Negotiations - Managing communication across cultures; The ability to communicate cross culturally - Diverse perspectives in order to achieve a competitive advantage in Indian global economy - Culture and consumer behaviour.

UNIT IV: LEADING IN A CROSS CULTURAL ENVIRONMENT

Cross-cultural leadership and motivation; Leading Responsibly in Multicultural Environment. Global business ethics - Managing business across cultures: Managing Cultures in International Mergers and Acquisitions. Human Due diligence across cultures in organizations

UNIT V: CULTURAL IMPACT ON INTELLECTUAL PROPERTY

Intellectual property issues in emerging countries - Cultural views of intellectual property around the world and its protection - Career development in cross cultural environment: International Assignments and Global Career Development.

Course Outcomes:

By the end of the course, student would be able to

1. Learn the cultural issues and challenges;
2. Understand the significance of culture in international management;
3. Describe managing communication across cultures
4. Understand Cross-cultural leadership and motivation
5. Learn the impact of culture on Intellectual property

References:

1. Bhattacharyya. (2012). Cross-cultural management. PHI learning Pvt Ltd,
2. Madhavan. S. (2011). Cross-cultural management. Oxford University Press
3. Thomas, D.C. (2010). Cross-cultural management. Sage Publications
4. Ferraro. (2007). The cultural dimension of international business. India: Pearson Education
5. Hofstede, G. Cultures & organizations. McGraw-Hill
6. Hopkins, B. (2009). Cultural differences & improving performance. Gower publishing,
7. Perry. Intercultural communication. Cengage learning.
8. Robert, T. M., Philip, R. H., & Sarah, V. M. (2011). *Managing cultural differences*. Routledge Publishing
9. Singh, N. K. (2012). *Eastern & cultural management*. India: Springer
10. Tjosvold, D., & Leung, K. (2009). *Cross cultural management foundations & future*. Ashgate publishing Ltd.

Mode of Evaluation: Assignment, Seminar, Written Examination

Specialisation – D

14MBA420 PERFORMANCE MANAGEMENT

L T P C
4 0 0 4

Course Prerequisite: None

Course objective:

It can be argued that the perceived defects of appraisal systems led to the development of more rounded concepts of performance management. Performance management is a process, not an event. It operates as a continuous cycle. Corporate strategic goals provide the starting point for business and departmental goals, followed by agreement on performance and development, leading to the drawing up of plans between individuals and managers, with continuous monitoring and feedback supported by formal reviews. Performance management as a process contributes to the effective management of individuals and teams in order to achieve high levels of organizational performance. It establishes shared understanding about what is to be achieved and is an approach to leading and developing people. This course focuses on the performance management process and how it works and outlines the tools used in performance management and evaluation. The students will examine the development of Performance Management in organizations. This course will develop basic skills among students to independently handle a wide range of employee counseling and performance counseling issues.

Course objective:

1. To know and understand how a performance management system works.
2. To develop the necessary skills and ability to design & deliver an effective performance management system
3. To acquire the skills for performance & employee counseling, how to elicit the support of the top management of the organization to develop these concepts.
4. To give & receive feedback on others & their own performance
5. How they can discuss and contribute to individual and team aims and objectives.

UNIT I: CONCEPTUAL FRAMEWORK OF PERFORMANCE MANAGEMENT

Concept, Scope, Significance & Difference between Performance Appraisal and Performance Management. Performance management process; Objectives of performance management system; Performance management and performance appraisal, Performance Management Theater

UNIT II: PLANNING MANAGEE PERFORMANCE AND DEVELOPMENT

Setting Performance Planning Objectives- organizational and Individual, research base for performance planning and goal setting; Components of managee performance and development plan- Role description, performance standards; Setting Mutual expectations and performance criteria- criteria of a good plan, writing performance goals and standards

UNIT III: MONITORING MANAGEE PERFORMANCE & MENTORING MANAGEE DEVELOPMENT

Ongoing performance monitoring and review- supervision, monitoring and its objectives, process, communication, review discussion; Ongoing mentoring and managee development- purpose and process of management development, training, coaching and counselling, mentoring

UNIT IV: STOCK TAKING OF PERFORMANCE

Stocktaking performance- process of judgment vs. process of analysis, stock taking discussion, delivering efficient feedback; stock taking potential- purposes and tools; Appraising for recognition & reward- Linking Performance with reward/ pay

UNIT V: HR, ETHICS AND PERFORMANCE MANAGEMENT

Role of HR professionals in Performance Management System; Ethics in Performance Management System- Principles, objectives, significance, ethical issues and dilemmas, ethical strategies in PM developing code of ethics in PM, PM in multinational companies

Case Study: Compulsory and Relevant Cases have to be discussed in each unit.

Assignment: Two relevant assignments have to be given to the students

Course Outcomes:

- 1.Students will be able to plan and design performance management system in organization.
- 2.Understand the planning managee performance and development.
- 3.Enable to monitor managee performance and mentoring management development.
- 4.Understand the process of performance stock taking
- 5.Understand the concepts of Human Resource, Ethics and Performance

Text Books:

- 1.Prem Chadha, Performance Management, McMillan.
- 2.A.S.Kohili and T.Deb, Performance Management, Oxford

References:

- 1.B.D. Singh, Performance Management System, a holistic approach, Excel books.
- 2.Richard S Williams, 'Managing Employee Performance' Thomson Publication.
- 3.BiswjeetPatnayak&Vipin Gupta, 'Creating Performance Organization'-Response Book.
- 4.Herman, Aguinis, Performance Management, Pearson Education.
- 5.T.V. Rao, Performance Management and Appraisal Systems, Response.
- 6.Michael Armstrong, Performance Management, Kogan Page.
- 7.A.S. Kohli, T. Deb, Performance Management, Oxford.
- 8.Dinesh k. Srivatsava, Performance Management, Excel.
- 9.Michael Armstrong, Armstrong Hand Book of Performance Management- Kogan Page India Pvt Ltd.
10. Dr. Mrs. Anjali Ghanekar, Essentials to Performance Management System - Everest Publishing House.

Mode of Evaluation: Assignments, Seminars and Written Examination

Specialisation – E

14MBA421 INTERNATIONAL HUMAN RESOURCE MANAGEMENT

L T P C
4 0 0 4

Course Prerequisite: None

Course Description:

The course is offered as a human resource elective in the second year. The globalization of business is having a significant impact on human resource management. It is more imperative than ever for organizations to engage in human resource management on an international scale. Today's managers and business leaders confront decision problems in various functional areas of HRM while working in different national and cultural environment. It covers the management issues which have implications on international HRM decisions including; cross-cultural negotiations, international dimensions of leadership, motivation, team work, and communicating with people of different cultural environment. The major focus of the course will be on international human resource management & development issues of recruitment and selection, compensation and reward systems, training and development, performance appraisal, expatriation, repatriation and career development.

Course objective:

1. To facilitate the students with an understanding of cross cultural issues and trends of Human Resource Management in the context of International business operations
2. To familiarize the students with the various concepts and issues relating to management of human resources in international businesses.
3. To enable students to explore the challenges posed by rapid globalization of business, understand and analyze human resource issues for making effective decisions in the contemporary international business environment.
4. To review the theories, models and concepts developed in the areas of international management, international organizational behavior, cross-cultural management, and other emerging disciplines, and study their implications on international HRM practices.
5. Application of the theories and concepts & there managerial implications

UNIT I: INTRODUCTION TO INTERNATIONAL HRM

Concept, Expanding role – Global issues and challenges, Cross Cultural Differences – Cross – Cultural Research Methodologies – Hofstede's Hermes Study, Managerial Implications.

UNIT II: INTERNATIONAL STAFFING

Nature, Sources, Policies – Human Resource Planning – Recruitment and Selection for International Assignment- Training Expatriation – Issues and Challenges of Expatriation- Repatriation – Repatriation Process- Benefits from Repatriates

UNIT III: APPRAISAL AND TRAINING AND DEVELOPMENT IN THE GLOBAL PERSPECTIVE

Programs and Agencies - Evaluation of Global HRM Practices– Need, Cross Cultural Training, learning – Performance Management and HR Process –Competency appraisal – Cultural Issues

UNIT IV: INTERNATIONAL COMPENSATION PRACTICES

Compensation, Compensation Philosophy, Components of Compensation, Approaches to International Compensation.

UNIT V: INTERNATIONAL INDUSTRIAL RELATIONS & PEOPLE MANAGEMENT

Trade Unions, Collective Negotiations, Disputes/Conflicts, Quality Circles and Participative Management. People Management – USA – European Countries, and Asian Countries.

Case Study: Compulsory and Relevant Cases have to be discussed in each unit.

Assignment: Two relevant assignments have to be given to the students

Course Outcomes:

1. After the end of the course, the students will be able to design requisite HR strategies to fit in International business operations.
2. Understand international staffing – prerequisites for International Assignment- Training Expatriation – Issues and Challenges of Expatriation and Repatriation.
3. Appraisal, Training and Development in the global perspective -Evaluation of Global HRM Practices–Performance Management and HR Process –Competency appraisal – Cultural Issues
4. International compensation practices and philosophy of international compensation.
5. Learn the art of Managing effectively international industrial relations and people management, participative management, Quality circles etc..

Text Books:

1. Peter J.Dowling: International Human Resource Management, Excel Publications.
2. Aswathappa, International Human Resource Management, TMH.
3. SubbaRao P, International Human Resource Management, Himalaya.

References:

1. C. S. VenkataRatnam, Globalisation and Labour Management Relations, Sage, New Delhi.
2. PS Rao, International HRM, Himalaya, Mumbai.
3. Lawrence Kleiman, Human Resource Management, Wiley India, New Delhi
4. Tony Edwards & Chris Rees, Internal Human Resource Management, Excel.
5. Barlett, Christopher and SumantraGhoshal, Managing Across Borders: The Transnational Solution, Harvard Business School Press, 1998.
6. Adler, N J. Kent, International Dimensions of OrganisationalBehaviour. Boston, Kent, 1991.
7. Geert Hofstede& Clyde Cluckhohn Frameworks for Mapping the Culture- TE Hall
8. Anne-WilHarzing&Joris Van Ruyosseveldt (eds.), International Human Resource Management - Sage Publications, New Delhi.

Mode of Evaluation: Assignments, Seminars and Written Examination.

Specialisation – E

14MBA422 KNOWLEDGE MANAGEMENT

L T P C
4 0 0 4

Course Prerequisite: None

Course objectives:

1. To understand the history, state-of-the-art and future of knowledge management System applications.
2. To use and evaluate knowledge management systems to facilitate individual and group work.
3. To develop a thorough review of knowledge management application type, both historical and speculative.

UNIT I: KNOWLEDGE MANAGEMENT:

Concept of Knowledge Management, KM Myths – KM Life Cycle – Understanding Knowledge – Knowledge, intelligence –Experience – Common Sense –; Characteristics of Knowledge ManagementTypes of Knowledge – ExpertKnowledge – Human Thinking and Learning.Knowledge – Definitions of Knowledge, Data, information & knowledge, wisdom basic types of knowledge,Knowledge society-from data to information to knowledge- Drivers of knowledge management Intellectual capital- KM and learning organizations.

UNIT II KNOWLEDGE MANAGEMENT SYSTEM LIFE CYCLE

Organizational knowledge management- need, benefits, drivers, approaches strategies, components and functions. Challenges in Building KM Systems – Conventional Vrs KM System Life Cycle (KMSLS) – Knowledge Creation and Knowledge Architecture– Nonaka’s Model of Knowledge Creation and Transformation. Knowledge Architecture.

UNIT III CAPTURING KNOWLEDGE

Recent Tools For KM - Intelligent support systems- intelligent systems an A.I. comparing artificial andneural intelligence, conventional Vs. A.I. computing Fuzzy logic, Emerging technology, virtual reality.Evaluating the Expert – Developing a Relationship with Experts – Fuzzy Reasoning andthe Quality of Knowledge – Knowledge Capturing Techniques, Brain Storming – ProtocolAnalysis – Consensus Decision Making – Repertory Grid- Concept Mapping –Blackboarding.

UNIT IV KNOWLEDGE CODIFICATION

Modes of Knowledge Conversion – Codification Tools and Procedures – KnowledgeDeveloper’s Skill Sets – System Testing and Deployment – Knowledge Testing –Approaches to Logical Testing, User Acceptance Testing – KM System DeploymentIssues – User Training – Post

implementation. Looking Ahead: Future of Knowledge Management-Challenges to Knowledge Management; Future of Knowledge Management

UNIT V KNOWLEDGE TRANSFER AND SHARING

Enabling Knowledge Management through Information Technology-Role of Information Technology in Creating Knowledge-Management Systems; Transformation of an Enterprise through Knowledge Management-; Transfer Methods – Role of the Internet – Knowledge Transfer in e-world – KM System Tools – Neural Network – Association Rules – Classification Trees – Data Mining and Business Intelligence – Decision Making Architecture – Data Management – Knowledge Management Protocols – Managing Knowledge Workers.

Course Outcome:

After the completion of the course students should be able to

1. Tell what knowledge is and what it constitutes.
2. Differentiate between Data, information, knowledge, and wisdom. Basic types of knowledge.
3. How to build a knowledge management organization
4. Various tools available for the building of knowledge organization.
5. To capture, to transfer, to share and to manage the knowledge.

Text Books:

1. Elias.M. Award & Hassan M. Ghaziri – “Knowledge Management” Pearson Education 2003.
2. Guus Schreiber, Hans Akkermans, Anjo Anjewierden, Robert de Hoog, Nigel Shadbolt, Walter Van de Velde and Bob Wielinga, “Knowledge Engineering and Management”, Universities Press, 2001.
3. C.W. Holsapple, “Handbooks on Knowledge Management”, International Handbooks on Information Systems, Vol 1 and 2, 2003
4. – Sudhir Warier, Knowledge Management Vikas Publications.
5. – Pankaj Sharma, Knowledge Management APH Pub.

References

1. E. Wainwright Martin, Carol V. Brown, Danial W. DeHayes, Jeffrey A. Hoffer, William C. Perkins, "Managing Information Technology" 3rd Edition, Prentice Hall International edition 1999.
2. Harold Koontz, Heinz Weihrich, "Essentials of Management", 5th Edition, Tata McGraw Hill 1998.
3. Amrit Tiwana, : The Knowledge Management Toolkit (Orchestrating IT, Strategy, and Knowledge Platforms, Pearson Education Limited
4. Elias M. Awad, Hassan M. Ghaziri, : Knowledge Management, Pearson Education Limited
5. G. Natrajan & S. Shekhar : Knowledge Management (Enabling Business Growth, Tata McGraw-Hill Publishing Company Limited, New Delhi.
6. H. C. Chaudhary, : Knowledge Management for Competitive Advantage (Changing the world through Knowledge), Excel Books.
7. M. Rao, : Leading with Knowledge (Knowledge Management Practices in Global InfoTech Companies), Tata McGraw-Hill Publishing Company Limited New Delhi.

8. O. P. Goyal, : Knowledge Management (Analysis Design for Indian Commercial Banking Sector), Kalpaz Publications, Delhi
9. W. R. Bukowitz and R. L. Williams, :The Knowledge Management Fieldbook, Pearson Education limited.

Mode of Evaluation: Assignments, Seminars and Written Examination.

Specialisation – F

14MBA423 ORGANIZATIONAL CHANGE & DEVELOPMENT

L T P C
4 0 0 4

Course Prerequisite: None

Course Description:

This course introduces students to the social science techniques and change interventions used to improve organizational effectiveness and enhance the personal development of individuals. It focuses on the philosophy, history, and evolving approaches associated with organizational change and development, with special focus on initiating and managing change. Introduces methods used to identify organizational problems, understand the underlying causes for these problems, and collect information and data about the causes or problems, and present diagnostic results.

Course objectives:

1. Recognize an improvement in your ability to synthesize, articulate, and disseminate information and knowledge concerning organizational change to others through dialogue and critique.
2. Explain organizational change processes from multiple role perspectives
3. To learn approaches and strategies for managing organizational change
4. Describe and explain the steps involved to effectively manage organizational change in a variety of contexts and settings.
5. Distinguish between different types and terminologies of organizational change.
6. Identify the type and significance of various drivers of organizational change and identify the nature and significance of various impediments to organizational change
7. To learn to diagnose organizations, design OD interventions and evaluate the effectiveness of OD interventions.

UNIT I: INTRODUCTION

Organizational Change: Concept and types of organizational change - External and Internal, Recognizing the need for change, problem diagnosis, The Six-Box organizational Model, The 7-S framework, Kurt Lewin's Model of Organizational Change, Identifying alternate change techniques, Forces and Resistance to change, Managing resistance to change, Incremental Change V/s Disruptive Change.

UNIT II: MANAGING CHANGE

Managing Change: Planning, Creating the support system, Internal Resource Persons (IRP) and External agent, managing the transition, organization restructuring, reorganizing work activities, strategies, process oriented strategies, competitor and customer oriented strategies, Kotter's 8 steps for managing Change

UNIT III: ORGANIZATIONAL DEVELOPMENT

Organizational Development: Definition –Contributory Stems, Values, and Assumptions Beliefs in OD-Values in Transition – Ethical issues in OD Characteristics and Foundations of OD- Systems Outlook and Organization Transformation.

UNIT IV: ODCONSULTATION & PROCESS

Organizational change and process Consultation, Consultant Issues – System Ramifications – Power politics in OD –Organization Development - OD process, Action Research orientation.

UNIT V: OD INTERVENTIONS AND EFFECTIVENESS

Interventions classification – Team Interventions – Intergroup Interventions Third party peace making intervention; Structural Interventions- Comprehensive Interventions and Training Experience; Other Interventions- T- Groups, Behavior Modelling, Life and Career Planning, Evaluating OD Effectiveness, Future of OD.

Case Study: Compulsory and Relevant Cases have to be discussed in each unit.

Assignment: Two relevant assignments have to be given to the students

Course Outcomes:

1. Students will be able to apply the fundamental knowledge of the need for change, why organizations change or fail to change.
2. Enable them how to plan for, manage and measure change; apply basic understanding and appreciation of issues or conditions creating change in modern organizations.
3. Understand about organizational development, ethical issues involved and organizational transformation.
4. Understand about the OD consultation, process and action research orientation.
5. Know about OD intervention, types, evaluation and future of OD.

Text Books:

1. Managing Organizational Change, Palmer DunfordAvin- TMH
2. Organization Development,French& Bell, Pearson.2008

References:

1. Managing Organizational Change, Palmer Dunford Akin, TATA McGRAW-HILL
2. Organization Change & Development, Kavita Singh, Excel
3. Organizational structure change and management, Bhattacharya, HPH
4. Organization Change and Development,Kavita Singh: Excel,2008
5. Organization Development,DanielRobey& Steven Actman,Macmillan.
6. OrganisationDevelopmentChange,Cummins&Worley,Thomson/Cengage,2009
7. Organization Development Interventions&Strategics, S. Ramnarayan, T.v Rao &kuldeepsingh,Response.2009
8. OrganizationDevelopment,DanielRobey& Steven Actman,Macmillan.
9. Organization Development and Transformation, French, Bell &Zawacki, 6/e TMH,2008

Mode of Evaluation: Assignments, Seminars and Written Examination.

Specialisation – F

14MBA424 HUMAN RESOURCE DEVELOPMENT

L T P C
4 0 0 4

Course Prerequisite: None

Course Description:

This course is an introduction to the human resources development function and related elements and activities. It outlines the role of human resources department in employee development activities, as well as educating others outside human resources, in how their roles include human resources-related activities. Student will learn about the evolution in human resources development as we know it today. Emphasis is placed on the modern day importance of HRD and the new-corporate view of the function. Additionally, student will be exposed to the view of HRD from the perception of both management and subordinate employees. The importance and benefits of adopting right training and development programs will be discussed. The student will be exposed to practical situations and problem solving, regarding areas of employee counseling, discipline and termination. Other critical areas of training and development, staffing and strategy will also be explored.

Course objective:

1. To provide an understanding of the human resources development framework.
2. Offers experiential analysis to understand the challenges of HR Managers in developing their human resources
3. Provides insights on how to develop strategies, initiatives and programs to introduce and sustain competitive HR advantage in organizations
4. Focuses on management best practices, tools and models to implement an effective HRD system
5. Addresses the human capital as a critical role in firm's viability in the knowledge economy
6. To impart the students the various principles and techniques of HRD and have an idea of the latest developments in the area of HRD.

UNIT I: INTRODUCTION

Concept; Evolution of HRD - Basic Principles, assumptions; - HRD approach. HRM and HRD; Challenges and importance of HRD approach in the changing economic scenario.

UNIT II: HRD PROCESS

Assessing need for HRD; Designing and developing effective HRD programs; Implementing HRD programs; Evaluating effectiveness of HRD Programs; HRD audit; HRD culture and climate, elements and measurement of HRD climate, Survey of HRD climate in Indian organization. HRD Strategies and Experiences - Planning for HRD Programmes - Strategies for HRD - Integrating HRD function with other functions.

UNIT III: HRD ACTIVITIES

Employee development activities - Approaches to employee development, leadership development, action learning, assessment and development center; Task analysis - Motivational aspects of HRD - Developmental supervision - counseling & Monitoring, planning & development.

UNIT IV: HRD APPLICATION AND TRENDS

Coaching and mentoring, career management and development, employee counseling, competency mapping, Balance Score Card, Appreciative Inquiry, Integrating HRD with technology, Employer branding and other emerging trends.

UNIT V: HRD EXPERIENCES

HRD overview in Government and public systems, HRD for health and family welfare, HRD in service industry

Case Study: Compulsory and Relevant Cases have to be discussed in each unit.

Assignment: Two relevant assignments have to be given to the students

Course Outcomes:

1. Students will be able to diagnose, prescribe, implement and evaluate the human resources in an organization and contribute for their development.
2. Enables the students to assess the need for HRD; Design, develop and Implement effective HRD programs;Evaluating effectiveness of HRD Programs; HRD audit; Strategies for HRD - Integrating HRD function with other functions.
3. Understand Employee development activities, Approaches to employee&leadership development, action learning.
4. Understand HRD application & trends, Coaching and mentoring, career management and development, employee canceling, competency mapping&Employer branding.
5. Understand the overview of government & public systems, HRD in service industry

Text Books:

1. Mankind, D., Human resource development, Oxford University Press India.
2. T.V. Rao, Human Resource Development, Oxford
3. Werner J. M., DeSimone, R.L., Human resource development, South Western.
4. Rao. T.V., Future of HRD, Macmillan Publishers India.

References:

1. Curtis, B., Hefley, W. E., Miller, S. A., The people capability maturity model: Guidelines for improving workforce, Pearson Education.
2. Halder, U. K., Human resource development, Oxford University Press India.
3. Nadler, L., Corporate human resources development, Van Nostrand Reinhold.
4. Dr. D.K. Bhattacharya, Human Resource Development– HPH
5. A.M. Sheikh, Human Resource Development and Management, - S. Chand
6. Organization Development and Transformation, McGraw Hill
7. Wendell, L. French & Cell H. Bellow Jr. - Organizational Development.
8. Beekchand. R, - Organizational Development Strategies & Model
9. V.P. Michael - Human Resource Management & Human Relations

Mode of Evaluation: Assignments, Seminars and Written Examination.

ELECTIVES IN MARKETING MANAGEMENT

Course Prerequisite: None

Course Description:

The course builds on existing communications and consumer behavior models in order to explore many of the issues facing a modern day brand manager. This course helps to define, develop and apply tactics and strategies in brand management through a systematic model and process. Focus on the concept of brand equity and its creation and growth through brand positioning, marketing programs, measurement of brand performance and strategies to sustain and build over time.

Course Objective:

1. To understand the Concept, Strategies and Challenges of Brand Management in the global market
2. To Identify and analyze how brand identity is perceived in the market
3. The enlighten students with the skills which support development of the firm with regards to Brand positioning and Equity at both tactical and strategic level
4. To recognize and assess brand communications and extensions in the international market.
5. To help students to measure and interpret brand performance and personality.

UNIT I: INTRODUCTION TO BRAND MANAGEMENT

Concept of brand, significance of brandings, different types of brands, Branding Challenges and opportunities, planning and implementing brand marketing programmes, Global Branding and strategies, Branding Challenges and opportunities, Brand Market Scenario in India , Challenges Before Indian Brands, Branding and Rural Markets.

UNIT II: BRAND IDENTITY

Concept of Brand Identity, developing brand identity system, brand identity structure ,Brand knowledge, Brand awareness & Brand Image, brand failures, Keller’s CBBE Model- Identity, co brands, store brands, ,brand vision, brand objectives, choosing brand elements, launching new brands.

UNIT III: BRAND POSITIONING AND EQUITY

Identifying and establishing brand positioning, brand positioning guidelines, Definition of target market and market segmentation, establishing brand values, brand equity concept, growing and sustain brand equity, sources of brand equity, cost based, price brand and customer based brand equity, need for measuring brand equity, Brand loyalty and brand equity –Issues, Brand tracking, brand tracking studies.

UNIT IV: BRAND COMMUNICATIONS AND EXTENSION

Advertising and brand building, Brand promotion methods, Integrating Marketing programmes for brand building, New Brand management Corporate Brands and Brand Awareness

Concept of brand Extension, Merits and demerits of brand extension, brand extension guidelines, Re-branding and Re-launching, Factors influencing extension decisions, types and need of brand extensions, categories of related and unrelated extensions, Managing Growth Through Brand Extensions.

UNIT V: BRAND PERFORMANCE AND PERSONALITY

Measuring and interpreting brand performance, celebrity endorsements, role of brand ambassadors and celebrities, Brand audit, importance of brand personality, brand personality and brand image, brand associations.

Course Outcome:

1. At the end of the course the students will present the main facts arising from the branding focus
2. Visit any company's websites to provide up-to-date information related to brand management
3. Identify and discuss any relevant branding theory or concepts
4. Critically evaluate key branding issues or branding practices raised in the branding focus
5. Discuss key implications and branding lessons to be learned

Text Books:

1. Ramesh Kumar, *Managing Indian Brands*, Vikas Publication, India, 2002.
2. Mahim Sagar, Deepali Singh, D.P. Agarwal, Achintya Gupta. *Brand Management* Ane Books Pvt.Ltd , 2009.
3. Kevin Lane Keller, *Strategic Brand Management*, Pearson Education, India.
4. Mathur, U.G. *Brand Management – Text and Cases*, Macmillan India Ltd. 2006.

References:

1. Aarsh V. Varma, *Brand Management* , Excel Books 2007
2. David Aaker, *Managing Brand Equity*, Free Press, 2009
3. YLR Murthy, *Brand Management: Indian Cases* .Vikas, New Delhi
4. Chunnawala, S.A., *Compendium of Brand Management*, Himalaya Publications House, 2004.

Mode of Evaluation: Assignment, Seminar, Written Examination

Course Prerequisite: None

Course Description

Students develop an appreciation for the influence consumer behavior has on marketing activities. Students apply psychological, social and cultural concepts to marketing decision making. Topics include the importance of consumer behaviour and research; internal influences such as motivation and involvement, personality, self-image, life-style, perception, learning, attitude formation and change, and communication; external influences such as culture, subculture, social class, reference groups and family, and the diffusion of innovations; and consumer decision making.

Course Objectives

- 1.The course deals with the behavioral aspects of consumer.
- 2.It explains how the consumers behave under circumstances and how the cultural, social, personal and psychological factors influence their behavior.
- 3.The course should enable students to develop marketing strategies that are consumer based and create and enhance customer value
- 4.The course should enable students to understand the external influences on consumers
- 5.The course should enable students to understand the consumerism and CRM

UNIT I: INTRODUCTION TO THE STUDY OF CONSUMER BEHAVIOUR

Meaning & Definition of CB, Difference between consumer & Customer, Nature & Characteristics of Indian Consumers, Consumer Movement and Consumer Rights, Marketing Ethics and Social Responsibility, Social and Societal Marketing Concepts, Consumer Movement in India, Rights of the Consumer, Responsibilities of consumers in India, Benefits of consumerism

Assignment: Students can go to malls and unorganized retail outlets and observe the behaviour of consumers of different demographic segments while buying different category of goods. Come back to class and present the findings/observations followed with a group discussion.

Case Study: Relevant Case Study

UNIT II: ROLE OF RESEARCH IN UNDERSTANDING CONSUMER BEHAVIOR

Consumer Research- Consumer Research Paradigms (Qualitative & Quantitative Research Methods) Developing research objectives, collecting secondary data, designing primary research, data analysis and reporting research findings. Models of Consumer Behaviour- Input-Process-Output Model, Nicosia Model, Howard Sheth Model, Engel-Kollat Blackwell Models of Consumer Behaviour,

Assignment: Examine consumer perceptions of and attitudes towards a brand of their choice, as well as towards a competing brand. Based on a questionnaire survey and subsequent data analysis

Case Study: Relevant Case Study

UNIT III: INDIVIDUAL INFLUENCES ON CONSUMER BEHAVIOR

Motivation: Basics of Motivation, Needs, Goals, Positive & Negative Motivation, Rational Vs Emotional motives, Motivation Process, Arousal of motives, Selection of goals, Motivation

Theories, Personality: Basics of Personality, Theories of Personality and Marketing Strategy, Applications of Personality concepts in Marketing, Personality and understanding consumer diversity Brand Personality. Attitudes and Attitude Change; Concept and measurement of attitudes. Strategies of attitude change.

Assignment: Find out the different individual influences on consumers with respect to a two wheeler

Case Study: Relevant Case Study

UNIT IV: EXTERNAL INFLUENCES ON CONSUMER BEHAVIOUR

Family Influences on Buyer Behaviour, Joint Decision making process, influences, roles of different members, Social Class Basics, What is Social Class?(Social class & Social status, The dynamics of status consumption, Features of Social Class, Five Social-Class Categories in India Reference Groups, Opinion Leaders and Social Influences In-group versus out-group influences, role of opinion leaders in diffusion of innovation and in purchase process, Cultural Influences on Consumer Behaviour Understanding cultural and sub-cultural influences on individual, norms and their role, customs, traditions and value system

Assignment: Find out the different cultural influences on consumers with respect to apparel in India

Case Study: Relevant Case Study

UNIT V: CONSUMERISM & CRM

Consumerism - consumer safety, consumer information choice redress marketers response to consumer issues. Customer Relationship Management-Meaning & Significance of CRM, Types of CRM (Operational, Collaborative, Analytical), Strategies for building relationship marketing, e-CRM, Meaning, Importance of e-CRM, Difference Between CRM & e-CRM, On-line Decision Making-Meaning & Process/Stages

Assignment: Find out e-CRM practices of any organisation

Case Study: Relevant Case Study

Course Outcomes:

A student who has taken this course should be able to:

1. Attain a thorough understanding of the mental processes that guide consumer perceptions, attitudes, memory and choices.
2. Analyze how these processes might differ as a consequence of social, cultural and group influences.
3. Familiar with the advances in consumer research.
4. Apply this knowledge to generate effective marketing strategies
5. Able to apply conceptual knowledge to practical situations

References:

1. Consumer Behaviour - Leon Schiffman, Lesslie Kanuk, 10/e, Pearson, 2010.
2. Consumer Behaviour: Jay Lindquist & Joseph Sirgy – Biztantra
3. Consumer Behaviour in Indian Perspective –Suja Nair –Himalaya Publishers, 2004
4. Consumer Behaviour: David London & Albert Della Bitta – Mcgrawhill.

Mode of Evaluation: Assignment, Seminar, Written Examination

Specialisation – B

14MBA427 RETAIL MANAGEMENT STRATEGY

L T P C
4 0 0 4

Course Prerequisite: None

Course Description:

Students develop an in-depth understanding of retail and services management as well as non-store retailing. Topics include an overview of retail marketing; retail marketing, financial and location strategy; merchandising; pricing and distribution; promotion including communications, store layout, store design, visual merchandising; and customer service.

Course Objectives

1. To provide insights into all functional areas of retailing.
2. To introduce the basic concepts of retail management and the latest developments in retailing in the Indian context.
3. To provide a strategic perspective of the retailing industry
4. To provide a strategic perspective of the Retail Promotion Mix
5. To provide the basics of store management

UNIT I: OVERVIEW OF RETAILING

Definition and Scope, Retailers' Role in Distribution Channel, Benefits of retailing – Benefits to Customer, Benefits to manufacturers and Wholesalers, Benefits to the Economy, Evolution of retailing industry - Factors Behind the Change of Indian Retailing Industry, Retailing Environment- Economic Environment, Legal Environment, Economic Environment, Technological Environment, Competitive Environment. Retail Theories & Classification Theories of Institutional Change - Wheel of Retailing, Dialectic Process, Retail Accordion, Natural Selection. Classification of Retailers - Store Based and Non- Store Based Retailers.

Assignment: Student can make a presentation on any product or the services of student choice, covering selling strategies and one day work exposure towards merchandising in any big retail outlets of respective places where institute is operating. Rural colleges can send the students to the city nearby to observe the merchandising planning in retail outlets and to make a small report.

Case Study: Relevant Case Study

UNIT II: UNDERSTANDING THE RETAIL CUSTOMER

The Market - Structure of The Buying Population and Their Behavior, Population Analysis - Immigration and Emigration, Race and Ethnicity, Demographic Analysis. Geographic Analysis - Regional Markets, Metro Geography, Non-Metro Geography, Consumer Buying Behavior - Buying Consideration, Buying Situations. Buying Centers, Buying Influences, Consumer Buying Process, Types of Consumer Decision Making, Buying Scenes.

Assignment: Ask your friends if they would buy certain goods like groceries, vegetables, socks, mobile, pens etc from the roadside vendor as against a regular shop. Group the products into low risk and high risk ones. Does this buying behavior also depend on the personality of the individual doing the buying? Or the one doing the selling?

Case Study: Relevant Case Study

UNIT III: RETAIL MARKET STRATEGY

Definition of Retail Market Strategy, Target Market and Retail Format, Building Sustainable Competitive Advantage - Location, Merchandise, Price, Service, Communication Achieving. Strategic Positioning, Nature of Strategic Planning. Strategic Planning Process - Developing the Mission, Establishing Objectives, Situational Analysis, Identifying Strategic Alternatives, Selecting the Target Markets, Obtaining Resources Needed to Compete, Developing Positioning Strategy, Strategy Implementation, Evaluation Results and Controlling Operations.

Assignment: Go to around three kirana stores in your neighbourhood (around 2 kms) and discuss with them the importance of location, pricing, credit policy, etc . What percentages of goods is sold 'loose' in each locality and compare this with the approximate income range of the customers?

Case Study: Relevant Case Study

UNIT IV: RETAIL PROMOTION MIX

Promotion- Retail promotion program, methods for communicating with customers: advertising, sales promotion, public relations, personal selling, store atmosphere planning, Retail communication program. Thumb rule method- Assigning the promotional budget, Implementing the advertising programs, creating message, selecting advertising media, determining the frequency and timing of advertising, evaluating the effectiveness of advertisement, Implementing the sales promotion and publicity program.

Assignment: What are the retailers losses when a customer defaults in payment? Does he make up for it by increasing his prices to other customers?

Case Study: Relevant Case Study

UNIT V: STORE MANAGEMENT

Store management, Role of Store managers, Retail Personnel Management Process, legal and ethical issues in managing store personnel, cost controls, reducing inventory shrinkage, detecting and preventing shoplifting. Store layout, design and visual merchandise-Creating a store image, creating a buying environment, The Exterior: marquee, entrance, door types, walk ways, display windows, size of building, colors and materials. Theft preventions, Store: interiors, Merchandise presentation techniques, visual merchandising Store security, supplier pilferage, credit management.

Assignment: Go to a kirana store and a supermarket and compare the following: a) store arrangement b) No of brands carried c) pricing policies – are discounts given? d) service – personal or impersonal? Etc etc.

Case Study: Relevant Case Study

Course Outcomes:

A student who has taken this course should be able to:

1. Attain a thorough understanding of the retail marketing process.
2. Familiar with the advances in retailing.
3. Apply this knowledge to generate effective strategies
4. Apply this knowledge to generate effective Retail Promotion Strategies
5. Apply this knowledge to generate effective Store Management Strategies

Recommended Books:

1. Retail Management - Levy & Weitz, 8/e, TMH, 2012.
2. Retailing Management – Text and Cases, Swapna Pradhan, 3rd Edn., Tata Mc Graw Hill.
3. Retail Marketing Management - Dravid Gilbert, 2/e, Pearson Education.
4. The Art of Retailing - A. J. Lamba, McGraw Hill.
5. Retail Management: A Strategic Approach - Barry Berman, Joel R. Evans, Pearson.
6. Retailing Management, Gibson C Vedamani , Jaico Publishing House, Mumbai
7. Retail Strategies- understanding why we shop, Jim, Jaico Publishing House, Mumbai
8. Retail Management, Dunne Lusch, South Western Cengage Learning
9. Store Management, K.S. Menon, Macmillan India Ltd.,
10. How to succeed at Retail, Keith Lincoln & Lars Thomassen, –
11. Retailization – Brand survival in the age of retailer Power , Keith Lincoln & Lars Thomassen & Anthony Aconis, Kogan Page Ltd.

Mode of Evaluation: Assignment, Seminar, Written Examination

Specialisation – B

14MBA428 SALES AND DISTRIBUTION MANAGEMENT

L T P C
4 0 0 4

Course Prerequisite: None

Course Description:

To develop understanding and appreciation of the Sales & Distribution processes in organizations. The course includes the familiarization of concepts, approaches and the practical aspects of the key decision making variables in sales force and distribution channel management. It also helps students appreciate the challenges confronting the Sales and distribution function in Indian marketplace, with its inherent difficulties and challenges.

Course Objectives:

1. To understand evolution, nature and importance of sales management
2. To identify the emerging challenges in selling process
3. To learn the objectives, strategies and tactics of managing sales force
4. To develop an understanding of how channels of distribution and the sales force are used in conjunction with other marketing domain areas
5. To enlighten students understand the Applications of information systems in physical distribution.

UNIT I: SALES MANAGEMENT

Meaning, Nature, and Scope of Sales Management, Sales as a function of Marketing Management, Sales Management process, Sales presentation-Mode, Designing and delivery, Role of Sales Manager, Sales Management and Salesmanship, Qualities of a Successful Salesman, Sales organizations.

UNIT II: SELLING PROCESS

Concept of selling process, Strategies and Styles, Process of selling and methods of sales , Personal selling, Types of selling , Sales Structures: Network Marketing, Mail order selling, Elements of direct marketing, Teleshopping, Telemarketing, System selling, Analyzing Market Demand and Sales Potential, Preparation of Sales Budget, Formulating Selling Strategies, Designing Sales Territories and Sales Quota, Theories of Selling – Selling Functions, Sales forecasting – Estimating market and Sales Potentials.

UNIT III: SALES FORCE

Organizing the Sales Force, Size and Structure of the sales force, Recruiting and selecting sales personnel, Methods and administrating and selection procedure, Developing , execution and evaluation sales training programmes, motivating and compensating sales personnel, Sales Evaluation Programmes, Sales Force incentives– controlling the sales effort – sales quotas, sales territories, sales audit.

UNIT IV: DISTRIBUTION MANAGEMENT:

Concept of Distribution Channel, Importance of a Channel, Types of Channels, Physical Distribution Management, Participants in the physical distribution function, physical Distribution-Environment, Design and Structure, Selecting and Motivating channel members – Evaluating channel member performance – Vertical marketing systems, Pricing and promotion issued in Physical distribution management, Specialized Distributors and Participants, Distributors: Policies and Strategies.

UNIT V: INFORMATION SYSTEMS FOR PHYSICAL DISTRIBUTION

E-Distribution, E-Commerce and E-retailing as a channel of Distribution, E-Enabled Logistics management, Issues, Challenges and Emerging Trends in e-distribution

Course Outcome:

1. At the end of the course the student can build knowledge, understanding, and skills in Sales and Distribution management.
2. Enable development and implementation of Sales and Channel management strategies.
3. Analyze decision alternatives and criteria in the context of realistic problem situations in Sales and Channel management.
4. Train, motivate and organize sales force in the organization.
5. Use information Systems application in the physical distribution

Text Books:

1. Fundamentals of selling, Charles Futrell, McGraw Hill
2. Marketing Channels , Louis W Stern and Adel L Ansary, Thomson Publishing
3. Sales Management-Still and Cundiff and Giovonni, Prentice Hall
4. Selling and sales management, Jobber, Prentice Hall
5. Professional Sales Management, Andersen R, McGraw Hill Education
6. Strategic Marketing Channel Management, Bowersox and Coope, - McGraw Hill Education

References:

1. Tony Carter “Sales Force Management”, 2008, Jaico Publishers.
2. Roddy Mullion “Sales Promotion”, 2010, Kogan Parge Publishers.
3. Panda & Sahadev “Sales & Distribution Management”, 2008, Oxford University Press, U.P.
4. Dr. S. Gupta “Sales & Distribution Management”, 2010, Excel Books, 2nd Ed.
5. Krishna K. Havaladar and Vasant M. Cavale “Sales & Distribution Management”, 2009, Tata McGraw Hills.

Mode of Evaluation: Assignment, Seminar, Written Examination

Course Prerequisite: None

Course Description

The marketing of products and services to businesses, organizations, and institutions is a major component of the marketing activity in the Indian economy. This course explores the business-to-business (B2B) marketplace, including understanding the unique nature of the business customer's needs, and the complexities of developing an effective B2B marketing strategy. Students learn about organizational buying behavior and the unique characteristics of the B2B customer and will design strategies and presentations to effectively market to this customer.

Course Objectives

1. To understand evolution, nature and importance of Business-to-Business Perspective
2. To identify the emerging challenges in Buying Behavior of the organization and Customer Relationship Management
3. To learn the objectives, strategies and tactics of segmenting the business market
4. To Managing Innovation and increase new industrial product development Pricing Strategy for business markets
5. To enlighten students understand the Applications of Managing Business Marketing Channel and Business Marketing Communications

UNIT I: BUSINESS MARKETING PERSPECTIVE

Conceptual and Basic Introduction to Business-to-Business Marketing, Business and Consumer marketing-A contrast, the value chain, Trends and changes in Business marketing. Perspectives on the Organizational Buyer Conceptual & Basic Classifying customers, Organizations and Markets, Types of organizational customers and their unique characteristics of Commercial enterprises, Government and Institutional Markets.

UNIT II :ORGANIZATIONAL BUYING BEHAVIOR AND CRM

Working Organizational buying and buying behavior: The nature of buying, organizational buying process- A process flow model. Conceptual & Basic Customer relationship management strategies for business markets. Buyer seller connector, Managing buyer seller relationships, Gaining a customer relationship advantages.

UNIT III:SEGMENTING THE BUSINESS MARKET

Working Segmenting, Targeting and Positioning. Value based segmentation. A model for segmenting the organizational Market. Organizational Demand Analysis: Working Organizational demand analysis, Determining market and sales potential, Sales forecasting methods.

UNIT-IV:MANAGING INNOVATION AND NEW INDUSTRIAL PRODUCT DEVELOPMENT PRICING STRATEGY FOR BUSINESS MARKETS

Conceptual & Basic Marketing mix - Managing Innovation and New product development process. Pricing in Business-to-Business Marketing. Pricing basis, managing price as part of Marketing Strategy, Managing pricing tactics, pricing implementation-case of negotiated pricing.

UNIT-V: MANAGING BUSINESS MARKETING CHANNEL, BUSINESS MARKETING COMMUNICATIONS-Conceptual & Basic Direct & Indirect channels, Distributors & manufacturers, Channel objectives & Design, Selection & Motivation of channel members. B2B Advertising, Trade shows, Personal selling, Key account management Managing Services for Business Markets Conceptual & Basic Marketing mix for business service firms - Segmentation, Service packages, Service Promotion and Distribution. Strategic Perspectives in Business Marketing Planning Working Business Marketing Strategies.

Course Outcome:

1. At the end of the course the students will present the main facts arising from the B2B Marketing
2. Identify and discuss any relevant B2B theory or concepts
3. Critically evaluate Segmenting the Business Market practices raised in the branding focus
4. Discuss key implications in Managing Business Marketing Channel and Business Marketing Communications.
5. Identify the terms and concepts that are commonly used in Organizational Buying Behavior and CRM

Text Books:

1. Hutt,Michael,D., Speh,Thomas, W.(2012). *Business marketing management*. Cengage Learning.
2. Reeder,Robert.R., Brierty, Edward. G., Reeder, Betty. H. (2012). *Industrial marketing, analysis, planning and control*. PHI publication.
3. Phadtare ,Milind. T.(2012). *Industrial marketing*. PHI Publication.

References:

1. Vitale, Giglierano. (2012). *Business-to-business marketing, analysis and practice in a dynamic environment*. Thomson Press Publications.
2. Anderson.(2012). *Business market management*. Pearson Publications.

Mode of Evaluation: Assignment, Seminar, Written Examination

Course Prerequisite: None

Course Description:

Students develop an in-depth understanding of rural marketing. Topics include an overview of Understanding the Rural Economy, Rural Consumer Behaviour, Rural Marketing Information System and Marketing Research, Selecting & Attracting Markets, Pricing and Promotional Strategies for Rural Markets, Distribution strategies for rural markets. Problems of Rural Marketing in India.

Course Objectives

- 1.To develop understanding of marketing concepts & issues related to rural markets.
- 2.To develop understanding of the importance of Rural Markets.
- 3.Sensitize to the needs and behavior of consumers and channels.
- 4.Utilize the understanding on peculiarities of rural markets, channels and competition in marketing decision making
- 5.To develop the understanding of the distribution strategies for rural markets

UNIT I-UNDERSTANDING THE RURAL ECONOMY:

The size, characteristics and Importance of Rural sector in India, The evolution and growth of rural sector in the post liberalization era, The rural – urban divide in India. Defining rural markets and rural marketing; Characteristics of rural Markets, Size and growth of rural markets in India. The rural infrastructure. Rural Market structure and Marketing environment.

Assignment: Visit Cooperative-Silk weaving society in Nerguttuvaripalli and find out various Rural Marketing issues

Case Study: Relevant Case Study

UNIT II- RURAL CONSUMER BEHAVIOUR, RURAL MARKETING INFORMATION SYSTEM AND MARKETING RESEARCH:

Characteristics of Rural Consumer Factors affecting consumer behavior. Consumer buying process and buying roles. Opinion Leadership process and diffusion of innovation. Difference between rural and urban consumer behaviour. Marketing Information System for rural markets and Sources of Information. Rural Marketing Research, Contract Farming

Assignment: Find the different factors affecting the consumer behavior of Dairy products

Case Study: Relevant Case Study

UNIT III- SELECTING & ATTRACTING MARKETS:

Segmenting rural markets, Product and brand positioning in rural markets; Product differentiation and branding strategies for rural markets, Product life cycle and Product mix strategies for rural markets, Packaging for rural markets and role of semiotics, Marketing of services to rural

consumers, Rural Marketing strategy: planning, implementation and feedback, Concepts & process, case for segmentation, bases for segmentation, emerging markets-women and youth, guides to effective segmentation, targeting, positioning

Assignment: Segment the rural fmcg market on different bases

Case Study: Relevant Case Study

UNIT IV- PRICING AND PROMOTIONAL STRATEGIES FOR RURAL MARKETS:

Rural Pricing Objectives and strategies, Pricing methods and credit delivery systems for rural markets, Factors affecting rural communication. Communication barriers and two step communication process. Designing the message and selecting media vehicle. Using events and outdoors for rural communication. Sales promotion and personal selling in rural markets.

Assignment: Visit the Madanapalli Tomato Market and farmers and find out the various pricing issues.

Case Study: Relevant Case Study

UNIT V- DISTRIBUTION STRATEGIES FOR RURAL MARKETS. PROBLEMS OF RURAL MARKETING IN INDIA:

Channels of distribution for rural markets. Warehousing and physical distribution. Distribution of Essential Commodities through Public Distribution System. Distribution of Agricultural inputs to rural buyers. Distribution of service products. Problems of Rural Marketing in India. Innovations in rural markets

Assignment: Visit any cold storage and find out the various distribution and storage issues

Case Study: Relevant Case Study

Course Outcomes:

A student who has taken this course should be able to:

1. Attain a thorough understanding of the rural marketing process.
2. Get familiar with the advances in rural marketing.
3. Apply this knowledge to generate effective rural marketing strategies
4. Apply this knowledge to generate effective pricing and promotional strategies
5. Apply this knowledge to generate effective distribution strategies for rural markets

Text Books:

1. Rural Marketing Text & Cases, Krishnamacharyulu & Ramakrishnan, Pearson
2. Rural Marketing- Concept & Practices, Dogra and Ghuman, Tata Mc Graw Hill
3. Rural Marketing-Velayudhan, Sage
4. Rural Marketing-Gopaldaswamy, Vikas Publishing
5. Fortune at the Bottom of the Pyramid, C.K.Prahlad

Mode of Evaluation: Assignment, Seminar, Written Examination

Specialisation – D

14MBA431 CUSTOMER RELATIONSHIP MANAGEMENT

L T P C
4 0 0 4

Course Prerequisite: None

Course description:

The course is about the importance of customer relationship management in sustaining competitive business of the current world. It delves into the available solutions and key conceptual aspects of customer relationship management

Course Objective:

1. Introduce the concept of customer relationship
2. To explain how CRM builds customer loyalty and satisfaction
3. Explain about the process involved in CRM
4. Describe an open source CRM
5. Explain the project management in CRM implementation

UNIT I: FUNDAMENTALS OF CRM

Conceptual foundation of CRM – Evolution of CRM, - building customer relationship – economics of CRM – relationship selling concept.

UNIT II: CRM IN CONSUMER MARKETS

CRM in consumer markets – customer service and contract centers for CRM – customer satisfaction and loyalty

UNIT III: SUSTAINING CRM

Customer acquisition, retention and development – complaint management, sales force automation.

UNIT IV: SOFTWARE SOLUTIONS TO CRM

Open source CRM software description and hands on usage

UNIT V: PROJECT MANAGEMENT IN CRM

Managing CRM Project – planning CRM Programme; Technological and operational issues in implementing CRM – benefits and barriers to CRM; Customer relationship quality management – designing an effective relationship management system, CRM Roadblocks

Course Outcomes:

At the end of the course the student will be able to

1. Describe the need for CRM
2. Describe how CRM can used to enhance customer loyalty and satisfaction
3. Describe the process and methods used in the CRM software
4. Lead and manage CRM implementation projects

References:

1. Jagdish, N. Sheth, Customer relationship management, TMH 2008
2. MukeshChaturvedi, Customer relationship management, Excel 2008
3. Peelan, Customer relationship management,pearson, 2008
4. Roger, J. Baran, Customer relationship management,Cenage 2009
5. G. Shainesh and Jagdish, N. Sheth, Customer relationship management A strategic Perspective, Macmillan
6. John, W. Gosney and Thomas, P. Boehm, Customer relationship management essentials, PHI 2008
7. Subhasish Das, Customer relationship management, Excel 2008

Mode of Evaluation: Assignment, Seminar, Written Examination

Specialisation – D

14MBA432 LOGISTICS AND SUPPLY CHAIN MANAGEMENT

L T P C
4 0 0 4

Course Prerequisite: None

Course Description:

This course will expose students to the challenges involved in managing supply chains and understand the complexity of inter-firm and intra-firm coordination. In addition to the basic challenges and trade-offs associated with reducing costs and increasing responsiveness, we will also discuss other supply chain issues such as sourcing and the need for greater transparency in supply chains. We will also discuss the relationship between supply chain management and sustainability. The goal of the course is to develop a framework to address a variety of supply chain management challenges

Course Objectives:

1. The objective of this paper is to provide students with a good knowledge on logistics
2. To provide students with a good knowledge on inventory management
3. To provide students with a good knowledge on supply chain management
4. To provide students with a good knowledge on marketing channels
5. To provide students with a good knowledge on aligning supply chain with business strategy

UNIT I : LOGISTICS MANAGEMENT

Origin and Definition – Types of Logistics – Logistics Management – Ware House Management – Automation and Outsourcing - Customer Service and Logistics Management – A Perspective - Concepts in Logistics and Physical Distribution - Distribution and Inventory

Assignment: Find out the various Logistics practices and strategies of any two wheeler firm

Case Study: Relevant Case Study

UNIT II:

Types of Inventory Control-Demand Forecasting - Warehousing and Stores Management – Routing - Transportation Management - Some Commercial Aspects in Distribution Management – Codification - Distribution Channel Management - Distribution Resource Planning (DRP) - Logistics in 21st Century

Assignment: Find out the distribution challenges and issues of Madanapalle Tomato

Case Study: Relevant Case Study

UNIT III: SUPPLY CHAIN MANAGEMENT INTRODUCTION

The Need for Supply Chain-Understanding the Supply Chain Management-Participants in Supply Chain-Levels of Supply Chain, Role of a Manager in Supply Chain-Supply Chain Performance Drivers-Key Enablers in Supply Chain Improvement-Inter-relation between Enablers and Levels of Supply Chain Improvement

Assignment: Identify the Supply chain management practices of Aditya Birla-MORE super market

Case Study: Relevant Case Study

UNIT IV : MARKETING CHANNELS

Evolution of Marketing Channels-The Production Era, The Sales Era, The Marketing Era, Relationship Marketing Era, Channel member and their roles, Roles of Channel Members, Channel Functions, Designing marketing channels-Channel Structure, Channel Intensity, Types of Channel Intermediaries at Each Level, Channel Flows and Cost. Importance of Channel Integration, Vertical Marketing Systems, Types of vertical marketing systems-Corporate VMS, Administered VMS, Contractual VMS, Horizontal Marketing Systems, and Hybrid channel system, Designing and Managing Hybrid Channel Systems

Assignment: Find out the various marketing channel management decisions for a Dairy firm

Case Study: Relevant Case Study

UNIT V:

Aligning the Supply Chain with Business Strategy - SCOR Model –Outsourcing and 3PLs – Fourth Party Logistics – Bull Whip Effect and Supply Chain – Supply Chain Relationships – Conflict Resolution Strategies - Certifications

Assignment: Participate in “Beer Game” and report the various aspects of Bull Whip effect

Case Study: Relevant Case Study

Course Outcomes:

A student who has taken this course should be able to:

1. Attain a thorough understanding of the Logistics
2. Attain a thorough understanding of Supply chain management.
3. Familiar with the advances in Logistics and Supply chain management.
4. Apply this knowledge to generate effective Logistics strategies
5. Apply this knowledge to Supply Chain Strategies

Reference Books:

1. D K Agrawal, Textbook of Logistics and Supply Chain Management, MacMillan 2003, 1st Edition
2. G Raghuram & N Rangaraj, Logistics and Supply Chain Management - Cases and Concepts. Mac Millan.
3. Martin Christopher, Logistics & Supply Chain Management: Creating Value-Adding Networks, FT Press.
4. Janat Shah, Supply Chain Management: Text and Cases, 1st Edition, Pearson.

Mode of Evaluation: Assignment, Seminar, Written Examination

Course Prerequisite: None

Course Description

This course will equip students with the tools and terminology to explore and understand marketing practices in a international marketing. The course deals with all aspects of marketing from an international perspective and prepares students to deal with foreign competitive situations and international opportunities. Students will also learn to develop a formal analytic framework of decision-making based on recent developments in the field of International Marketing through the group project and case studies. This course is also designed to provide students with the latest understanding of global issues, disciplines, competitions and the necessary skills in making strategic decisions based on a global perspective.

Course Objective:

1. To understand the basic principles and the concept of international marketing
2. To identify the marketing segments, Positioning and strategies at the international level
3. To gain an understanding of the external problems affect international marketing activities and Prices.
4. To recognize and assess marketing promotional activities in the international market.
5. To Identify and understand how International brand is perceived in the market

UNIT I: INTRODUCTION OF INTERNATIONAL MARKETING

Nature, importance and scope of international marketing, domestic Vs international marketing, international marketing environment- Influence of physical, economic socio-cultural, political and legal environments on international marketing, Framework of international marketing, key participants in international marketing, theories of international trade, trade barriers, International marketing Information systems, challenges and benefits of international marketing.

UNIT II: INTERNATIONAL MARKET SEGMENTATION, STRATEGIES AND POSITIONING

Global market segmentation-geographical ,demographical, psychographic, behavior Segmentation, Global targeting, selecting a global target market strategy, Selection of international markets, market entry strategies, licensing and franchising, mergers and acquisitions, strategic alliances, entry strategies of Indian firms, Global product positioning, High Tech and High-Touch positioning

UNIT III: PRICING FOR INTERNATIONAL MARKETS

Factors affecting international price determination, pricing Decisions, International pricing process and policies, Pricing standardization, Pricing Objectives and strategies, Methods of International Pricing, export price structure, alternative pricing strategies, Dumping, Types and legal features of

Dumping, price distortion, inflation, transfer pricing-cost-based, Market Based, Negotiated based Transfer prices, Global Pricing- Three policy Alternatives

UNIT IV: INTERNATIONAL PROMOTION STRATEGIES

Role of advertising , Major decisions in International market communications, communication mix, role of export promotion organizations, trade fairs and exhibitions, problems in international marketing communication, Promotion Mix, Personal Selling, Publicity and Negativity Publicity, Sales Promotion and its restrictions.

UNIT V: INTERNATIONAL BRANDS

International Brand History, Concepts and Issues, Identifying and satisfying Global customer needs-Challenges and Issues in the international brands–New Products in Global Marketing– Distinction between Global Marketing and Indian Marketing. International product planning, International product life cycle, brand Trends Internationally,

Course Outcome:

1. By the end of the course students will be able to provide an understanding of the scope and function of international marketing theory and practice.
2. Increase knowledge and skills to help in developing international market entry strategies.
3. Develop skills related to the analysis of international marketing data, in particular the use of secondary data in assessing the international marketing opportunities.
4. Students will emerge from this course as knowledgeable business managers, capable of formulating marketing objectives, collecting and analyzing data, and completing international marketing research projects. Hopefully,
5. Students will learn a great deal about international and global marketing and will be able to apply their knowledge in their personal, disciplinary, and professional endeavors. Ideally, they should gain valuable experience and knowledge and enjoy themselves in the process.

Text Books:

1. Francis Cherunilam, “International Marketing”, 2008, HPH, Mumbai, 11th Ed.
2. P. K. Vasudeva “International Marketing”, 4th Ed Excel Books, New Delhi.
3. Philip R Careora, John L Graham, Prashant Salwan, “International Marketing”, Tata McGraw Hill Pvt. Ltd. New Delhi.
4. Dr. Gajendra Sharma, “International Marketing, Test and Cases”, Excel Books, New Delhi.

Reference Books:

1. Kate, Jean Pierre, H. David, “International Marketing, 2008, Cengage Learning, India Pvt. Ltd. New Delhi.
2. Svend Hollensen & Madhumita Banerjee, “Global Marketing”, 2010, 4th Ed. Pearson Publications.
3. Onkavisit, “International Marketing”, 2008, 5th Ed. Routledge Publications

Mode of Evaluation: Assignment, Seminar, Written Examination

Specialisation – E

(14MBA434)

DIGITAL MARKETING

L T P C
4 0 0 4

Course Prerequisite: None

Course Description

Digital marketing course has been designed in such a way as it helps the students to transit from a functional role to a management role that requires more strategic digital and web marketing skills. Developing a successful digital marketing model is both an art and science. It involves the in depth knowledge of what is in the model, utilizing the right resources and collaborating marketing skills. Students get an opportunity to develop core business skills and competencies in various functional areas related to digital marketing; this would enable them to handle issues involving cross functional areas.

Course Objectives

1. Adapt web marketing strategies and best practices
2. Understand the concepts of web marketing
3. How to define web marketing goals, assign resources and asses growth opportunities
4. Keep up-to-dates on web marketing best practices

UNIT I: INTRODUCTION TO DIGITAL MARKETING

Now and before of digital marketing - digital marketing for the 21st century, Importance and scope of digital marketing; How web sites works – dynamic, static, blogs: search engines and types of search engines – meta, crawler, directories; How to create a blog

UNIT II: CONCEPTS OF DIGITAL MARKETING

Search engine optimization marketing, Online advertisement, Affiliate, Social media, Analytics. Introduction to Search Engines: Google guidelines, Best Practices, Quality guidelines, Design guidelines; Search engine page results – familiarizing Google results. How Google works: Search engine ranking methods, Techniques to get on top of Google, Meta tags best practices

UNIT III: SOCIAL MEDIA

Introduction to social media, Examples of social media, Uses of social media, How companies use social media, Impact of social media in search Benefits of social media: Case studies of social media, SEO for social media, How to get started in social media. Social media profile creation and optimization. Online Ads – How online ads work : Interactive ads, Creative ads, Google Ad words, Online ad methods, Types of online advertisements, Face book ads, LinkedIn ads, Video ads, Text ads, Image ads, Local ads, Content network ads, Best practices, Campaign set up, Billing, Budget, Segment, Audience Effective Ads:

UNIT IV: SOCIAL MEDIA 2(CONT)

Calculating ROI, Budget, How to choose your ad partner, Blogging for businesses Creative's & Content: Designing, Content development, Optimizing your ads, A/B testing, Conversion optimization, Landing page creation and optimization Face book strategy: Identify goals, Find Influencers, Understand tone (listening), Activation. How Face book advertisement works: The 3 Rs – Reporting, Results & Reallocation, Measuring ROI in Face book ads, Insights and Analytics for Face book Twitter Management: Twitter for business, Step by step instructions to Twitter, Key Definitions You Tube: You Tube branding, You Tube Ads, Getting started guide

UNIT V: DIGITAL MARKETING MANAGEMENT

Role of web marketing manager, Web marketing department structure, Roles and responsibilities, Job description, Targets, goals. Digital Marketing Plan: Goals, objectives, KPI's, Market research, Value creation process. Strategic web marketing plan, Budgeting, Channel. Online Reputation Management: Brand management, Tools to monitor online brand reputation, Communication online best practices, Online press releases, Online newspaper, magazine ads, Google, Yahoo news

Prescribed Text

Zimmerman Jan, Sahlin Doug; Social media marketing, All-in-one for dummies, Wiley India

Reference Books

1. Dave Evans., Susan Bratton, (2008). Social Media Marketing: An Hour a Day. ,2nd edition, Wiley
2. Dave Evans., Susan Bratton, (2010). Social Media Marketing: The Next Generation of Business Engagement. Wiley
3. Your Google Game Plan for Success: Increasing Your Web Presence with Google AdWords, Analytics and Website Optimizer, Joe Teixeira, Wiley 2010

Specialisation – F

14MBA435 ADVERTISING AND SALES PROMOTION

Course Description:

This course investigates various promotional tools used in the communication mix, such as advertising, sales promotion, and publicity, to sell products and services. Concepts include: advertising planning processes, determining advertising and promotional goals and objectives, control and evaluation of advertising and promotional programs, and regulatory issues. This course also covers the elements of sales promotion in the business environment. Topics include sales promotion appeals, sales promotion as a marketing tool, and means of testing effectiveness etc.

Course Objective:

1. To identify the concept , importance and the issues of advertising and sales promotion at the global level
2. To develop an understanding about the mass media campaign in the market.
3. To understand the basic principles and the concept of advertising campaign Planning
4. To innovate effective strategies in advertising creativity.
5. To explain the theories, concepts and challenges associated with sales promotion

UNIT I: INTRODUCTION TO ADVERTISING MANAGEMENT

Meaning , nature and scope, objectives, evolution , importance of advertising , Advertising and marketing mix , advertising and promotion mix, market segmentation and target audience – advertise ability and advertising aids, Message and copy development. Advertising management, Advertising department, Advertising agency, Functions, Selection and co-ordination, Campaign planning, Strategy and execution, Advertisement objectives- advertisement budget, Purpose and methods

UNIT II: MASS MEDIA

Media decisions – Media selection, Media planning and Media scheduling, Objectives and strategy – Web Advertising –Advertising agencies – Organization and operation. Media profile – Print , broad cast , out door and other forms – Online advertising – Media scheduling – Measurement of advertisement effectiveness, Media Audience measurement methods – Readership research – Advertising evaluations – Multimedia package. Media Evaluation: Television, Advantages and Disadvantages of Televisions, Limitations of Television, Buying TV Time. Spot Television, Spot Cable Advertising , Benefits of TV Sponsorship for Brands Revealed, Cable Television, Working of Cable Television, Hybrid Fiber Coaxial Systems.Audience Measures.Radio, Advantages and Disadvantages of Radio, Limitations of Radio, Characteristics of Radio, Working of AM/FM Radio, Concept of Modulation.

UNIT III: ADVERTISING CAMPAIGN PLANNING

Setting advertising goals and objectives, The DAGMAR Approach, Message strategies and tactics, Creative approaches, Copywriting and testing, Advertising copy design and communication strategy, Copy-visualization lay out, Advertising appeals and themes, Classification of advertisement copies, Essentials of a good copy, Exercises in drafting advertisement copy.

UNIT IV: ADVERTISING CREATIVITY

Creative thinking process – Creative strategy – Style , appeal- Copy writing – Elements and types , copy writing for print , broadcast and other media – Copy testing – Art direction – Design elements and principles – Designing and producing print and broad cast advertisements, The New Age Promotional Media Integrating the internet in the IMC programme, communicating through websites, Search Engine Marketing, Banner advertisements, Blogs & Community Forum, Marketing Communication through Social Media, Merchandising, Mobile Advertising, Other Tools of Promotion Public Relations, Publicity, Direct marketing, Sales Promotion, Event Marketing.

UNIT V: SALES PROMOTION

Meaning - Nature of Sales Promotion, Sales Promotion Strategy, Objectives of Sales Promotion. Increases in Sales Volume. Launch New Products and Increase Trial. Advertising and Personal Selling Efforts. Techniques of sales promotion at consumer level, trade level and sales force level - Essentials of good sales promotion - Classification of Sales Promotion, Why and When Sales promotion activities, Consumer and sales channel oriented – planning, budgeting and implementing and controlling campaigns. Control: Measurement of effectiveness – Ethics, Economics and Social Relevance. Market Analysis and Identifying the Target Market, Finding and Evaluating Customers, Market Segmentation, Evaluating Effectiveness of sale promotion.

Course Outcome:

1. At the end of this Course students can be able to Adopt an integrated marketing communications orientation; organizational, planning, and execution implications
2. Analyze target audiences and setting communication and action objectives
3. Demonstrate a knowledge of international promotion and advertising functions, as indicated by selected advertising and promotion tools
4. give the relationships which underlie these terms and concepts of mass media
5. identify the terms and concepts that are commonly used in sales promotion and advertising campaigning

Text Books:

1. Batra, Myers & Aaker, Advertising Management, Prentice Hall of India, 2002.
2. Belch, Advertising and Promotion, Tata McGraw Hill, Roderick White, Advertising, McGraw Hill.
3. Wells, Burnett & Moriarty, Advertising – Principles and Practice, Prentice Hall of India, 2002.
4. David A., Aker & John G. Hyer : Advertising Management, Prentice Hall of India.
5. Pran Choudhary & Elliot. R & ALAN TOOP: Successful Sales Promotion - Orient Longman, New Delhi, 1992
6. Neeraj Kumar : Marketing Communications - Theory and Practice, Himalaya Publishing House. Mumbai, 1998.
7. Belch and Belch - Advertising and Promotion: Tata McGraw Hill, Latest Edition
8. Jethwaney and Jain - Advertising Management: Oxford University Press
9. Chawala S. A. and K.C. Sethia : Foundation of Advertising - Theory and Practice, Himalaya

References:

1. Belch & Belch, Advertising and Promotions; An IMC Perspective, McGraw Hill
2. Shah & D'Souza, Advertising and Promotions, An IMC Perspective, McGraw Hill
3. Kazmi and Batra, Advertising and Sales Promotion, Excel Publishing
4. Clow and Baack, Integrated Advertising Promotion and Marketing Communications , Prentice Hall
5. Jethwaney& Jain, Advertising Management, Oxford Publishing
6. Mahendra Mohan: Advertising Management - Concepts and Cases - Tata Mc. Graw Hill.
7. Rossiter Jr. and Percy, L : Advertising and Promotion Management Mc. Graw Hill Insitt. New York.
8. Rohaor: Advertising Management-Himalaya Publishing House, Mumbai

Mode of Evaluation: Assignment, Seminar, Written Examination

Specialisation – F

14MBA436 **MARKETING OF SERVICES**

L T P C
4 0 0 4

Course Prerequisite: None

Course Description:

The service sector has played a vital role in both developed and developing countries as its contribution to GDP and employment grows progressively every year. The marketing and management issues faced by organizations competing in the service sector or other firms developing service as a source of competitive advantage. The course also looks at the implications of relationships, customer satisfaction, service recovery and other critical elements in services marketing.

Course Objectives:

- 1.To understand the significance of services marketing in the global market.
 - 2.To provide insights to the emerging trends in services design and development.
 - 3.To gain an understanding of the issues related to service product and pricing.
 - 4.To recognize the importance of service promotion and distribution.
- To enlighten students understand the Applications of services marketing.

UNIT I: INTRODUCTION TO SERVICES MARKETING

Definition, difference between goods and services, Evolution and Growth of service sector, characteristic and classification of services marketing, service marketing mix, services in Indian economy, Challenges and recent trends in Services Marketing.

UNIT II: SERVICE DESIGN AND DEVELOPMENT

Service life cycle, new services development, positioning services in competitive markets, Service market segmentation, targeting and positioning, service recovery, service quality, measuring service quality

UNIT III: SERVICE PRODUCT AND PRICING

Cost of service delivery, price discrimination and segmented pricing. Service product planning, branding and communication, role of communication in service, marketing, internal communication, service pricing strategy, effective pricing, objectives and foundations for setting prices.

UNIT IV: SERVICE PROMOTION AND DISTRIBUTION

Integrated service marketing communications, setting communications objectives, challenges of services communications, service advertising strategies, service distribution, options for service delivery, services in global perspective, services strategy.

UNIT V: APPLICATIONS OF SERVICES MARKETING:

Marketing in Tourism, Hospitality, airlines, telecommunication, sports& entertainment, Logistics, Health care sectors, financial services, transport services, consultation services.

Course Outcome:

1. By the end of the course students will be able to reflect upon design thinking and its implications for service marketing and design,
2. Explain how design thinking links to and complements more traditional service marketing activities and tools and
3. Be able to identify critical issues related to service design, such as identifying and managing customer service experience, expectations, perceptions and outcomes.
4. Demonstrate experience of developing service designs;
5. Understand principles and behaviors underlying services marketing applications

Text Books:

1. Christopher Lovelock: Services Marketing, Pearson Education, Delhi.
2. S.L.Gupta, Marketing of Services, Wisdom Publication.
3. Ravi Shanker: Services Marketing: Indian Perspectives, Excel Publishers.
4. Julian J.Gibars, Building buyer Relationship; Macmillan India Ltd., 1998.
5. Valarie A. Zeithmal & Mary JoBitner, Services Marketing, New Delhi, Tata Mcgraw Hill Publishing Co. yr. 2000.

References:

1. Helen Woodroffe – Services Marketing, Mcmillan India Ltd., yr 1997
2. K. Douglas Hoffman, John. E.G. Bateson, Essentials of Service Marketing, 2nd edn,Thomson – South Western yr.2002.
3. Christian Gronrose: Services Management and Marketing, Maxwell Macmillan.
4. Kenneth E.Clow & David L.Kurtz, Servies Marketing, Wiley India, New Delhi.

Mode of Evaluation: Assignment, Seminar, Written Examination

ELECTIVES IN INFORMATION SYSTEMS

Specialisation – A

14MBA437 BUSINESS MODELS FOR E – COMMERCE

L T P C
4 0 0 4

Course Prerequisite: None

Course description:

The course is divided into five sections to deliver key aspects of E – commerce such as business models, strategies, enablers, and supply chain. Each sections delves deeply into various intricacies of doing business over the electronic media.

Course objectives:

1. Introduce the concept of business models and its elements
2. Explain the business models used in e-commerce
3. Explain the enabling elements of e-commerce
4. Explain the supply chain management used by e-commerce players
5. Explain the socio-political issues in e-commerce

UNIT I: INTRODUCTION TO BUSINESS MODELS

Introduction, key elements of business models, Value proposition, revenue model, market opportunity, competitive environment, competitive advantage, market strategy, organizational development, team management. Categorizing e Business models

UNIT II: E – COMMERCE BUSINESS MODELS

The Revolution Continues, E-commerce Business Models and Concepts, B2C business models, B2B models, B2G, G2C, Business models for emerging Ecommerce area – customer to customer business model, P2P business model, M-commerce models

UNIT III: E – COMMERCE ENABLERS

E- Commerce enablers, internet and its impact on business strategy – industry structure, industry value chain, firm value chain. E-commerce Infrastructure: The Internet, Web, and Mobile Platform

UNIT IV: SUPPLY CHAIN MANAGEMENT IN E - COMMERCE

B2B E-commerce: Supply Chain Management and Collaborative Commerce Building an E-commerce , Presence: Web Sites, Mobile Sites, and Apps, E-commerce Marketing Communications

UNIT V: SOCIAL, POLITICAL, AND ETHICAL ISSUES

Ethical, Social, and Political Issues in E-commerce, Online Retailing and Services, Online Content and Media, Social Networks, Auctions, and Portals

Course outcomes:

At the end of this course the student will be able to

1. Describe the key elements of business models
2. Classify e-business models
3. Articulate business models for B2C, B2B, P2P etc. among other models
4. Describe enablers for ecommerce
5. Structure a marketing communication for e business
6. Analyze the e-business supply chain to evince problems in them

7. Identify social and ethical issues in a given e-business

Text Books:

1. Laudon Kenneth C., E-Commerce: Business, Technology, Society, prentice Hall of india, 2009

Mode of Evaluation: Assignment, Seminar, Written Examination.

Specialisation – B

14MBA438 DATA WAREHOUSING AND DATA MINING

L T P C
4 0 0 4

Course Prerequisite: None

Course description:

This course engages students with key aspects of data aggregation, storage, retrieval, and management

Course Objective:

1. Explain data management
2. Explain about the various methods of data storage
3. Explain how data is shared within an organization – data base management
4. Introduce the concept of data warehousing
5. Explain about the concept of meta data and its use in data warehousing

UNIT I: MANAGING DATA

Individual Data Management, Organisational Data Warehousing and Data Management, Components of Organisational Memory, Evaluation of Database Technology.

UNIT II :DATABASE SYSTEMS IN THE ORGANISATION

Data Sharing and Data Bases – Sharing Data between Functional Units, Sharing Data Between Different Levels of Users, Sharing Data Between Different Locations.

UNIT III: DATA WAREHOUSING INTRODUCTION

What is a Data Warehouse, Who uses Data warehouse, Need for Data Warehouse, Applications of Data Warehouse Concepts. The Data Warehouse Data Base: Context of Data Warehouse Data Base, Data Base Structures – Organizing Relational Data warehouse – Multi-Dimensional Data Structures – Choosing a Structure?

UNIT IV: META DATA

Human Meta Data, Computer Based Meta Data for people to use, Computer based Meta Data for the Computer to use. Analyzing the Contexts of the Data warehouse: Active Analysis, User Queries – OLAP.

UNIT V: CONSTRUCTING A DATA WAREHOUSE SYSTEM

Stages of the Project – Developing a Project Plan, Data warehousing Design Approaches – The Architecture Stage. Getting Data into the Data warehouse: – Extraction, Transformation, Cleaning, Loading and Summarization. Data Mining, Creating a Decision Tree, Correlation and Other Statistical Analysis, Neural Networks, Nearest Neighbor Approaches, Putting the Results to Use.

Course outcomes:

At the end of this course the student will be able to

1. Describe what is data management and data warehousing
2. Describe how data sharing takes place between functional units, different levels of users, and different locations
3. Apply data warehousing concepts to a given situation
4. Define data structures
5. Lead and manage data warehousing projects

Text books:

1. Data Mining – Concepts and Techniques - Jiawei Han & Micheline Kamber, Morgan Kaufmann Publishers, 2nd Edition, 2006.
2. Data Mining Introductory and advanced topics –Margaret H Dunham, Pearson education
3. Data Mining Techniques – Arun K Pujari, 2nd edition, Universities Press.
4. Introduction to Data Mining – Pang-Ning Tan, Michael Steinbach and Vipin Kumar, Pearson

References:

1. Decision Support Systems and Data warehouse Systems, Efram G. Mallach: TMH, 2009
2. Modern Data Warehousing, Mining and Visualization Core Concepts, Marakas, Pearson, 2008
3. Data warehousing, Data Mining OLAP, Berson Smith, TMH, 2008
4. Data Mining Techniques and Tasks, THMSivanandam, Thomson, 2009
5. Data Management, Data Bases and Organizations, Richard T Watson : 5/e, Wiley

Mode of Evaluation: Assignment, Seminar, Written Examination

Course Prerequisite: None

Course description:

This course examines how the electronic media including the diversity of information technology can be leveraged to sustain competitive business

Course Objectives:

1. Explain the link between business models and business strategy
2. Explain the concept of e-markets
3. Introduce various approaches to middleware
4. Explain how legacy systems can be leveraged
5. Explain the e-business solutions and protocols

The objective of the course is to provide students with a good knowledge of e-commerce and e-business principles and practices.

Course Contents:

UNIT I: E-BUSINESS STRATEGY AND MODELS

E-Business – elements – Business requirements, Inhibitors of e-business, e-Business Strategy.

UNIT II: E-MARKETS

Factions, e-Markets vs Traditional Market, e-Markets Success factors, e-Market Technology Solutions. E-Procurements: The purchasing process, Developments in IT purchasing, e-procurement-Models, e-procurement- Solutions – Electronic payment system

UNIT III: APPROACHES TO MIDDLEWARE

Middleware, messaging, Remote Procedure calls (RPC), Remote Method Invocation (RMI), Message – Oriented Middleware (MOM), Data-access middleware, Transaction-oriented middleware, Distributed-object middleware,

UNIT IV: LEVERAGING LEGACY APPLICATIONS

Enterprise information systems and legacy enterprise assets, Strategies for modernizing legacy systems, Non-invasive approaches, Legacy modernization techniques. Enterprise application and e-business Integration: overview of Enterprise application and e-business Integration, Integration Challenges.

UNIT V: E-BUSINESS SOLUTIONS AND PROTOCOLS

Web services-service-Oriented architecture, Required business standards and protocols. Review of applicable IT Laws. Security and Reliability for e-business : Reliability and Quality considerations, Quality requirements, Risk Management, Trust, e-business security, realizing a secure e-Business infrastructure.

Course outcomes:

At the end of this course the student will be able to

1. List and explain the elements of E – Business
2. Describe the requirements of E- business
3. Describe the differences between e – markets and traditional markets
4. Describe e- procurement models; role of IT in e-business
5. describe the requirements of e – business and identify the appropriate e-business solution for a given business environment

References:

1. Ravi kalakota&Maina Robinson, e-business Roadmap for success, , Pearson,2008
2. Kamallesh K Bajaj &Debjani Nag, e-Commerce, the Cutting Edge of BusinessTMH,2008
3. PargDiwan,E-Commerce,Excel,2008
4. Napier,Creating a winning e-business, 2/e Thomson,2009.
5. Michael P.Papazoglou& Pieter M.A. Ribbers, e-Business, 1/e, WILEY
6. Chaffey,Pearson, e-Commerce and e-Business,2009

Mode of Evaluation: Assignment, Seminar, Written Examination

Specialisation – D

14MBA440 ENTERPRISE RESOURCE PLANNING

L	T	P	C
4	0	0	4

Course Prerequisite: None

Course description:

This course emphasizes the importance of technology as an integral part of modern business for effective and sustained competition. Each of the five sections devoted to key areas of information technology as an enabler of business strategy formulation and implementation

Course objective:

1. Introduce the concept of enterprise resource planning
2. Explain the relationship between ERP and BPR
3. Explain the different modules of ERP
4. Explain the issues in ERP implementation and maintenance
5. Explain the advantages and disadvantages of different ERP products available in the market

UNIT I: INDUCTION TO ERP

Overview of ERP, MRP, MRPII and Evolution of ERP, Integrated Management Systems, Reasons for the growth of ERP, Business Modeling, Integrated Data Model, Foundations of IS in Business, Obstacles of applying IT, ERP MARKET.

UNIT II: BUSINESS PROCESS RE-ENGINEERING (BPR)

BPR Process, Clean Slate Re-engineering, Technology Enabled Reengineering, Myths regarding BPR.

Business Intelligence Systems-Data Mining, Data Warehousing, On-line Analytical Processing (OLAP).

UNIT III: ERP MODULES

Finance, Controlling, Accounting System, Manufacturing and Production Systems; Sales and Distribution Systems, Human Resource Systems; Plant Maintenance System, Material Management System, Quality Management System, ERP System Options and Selection, ERP proposal Evaluation.

UNIT IV: ERP IMPLEMENTATION AND MAINTENANCE

Implementation Strategy Options, Features of Successful ERP Implementation, Strategies to Attain Success, User Training, Maintaining ERP and IS.

UNIT V: ERP PRODUCTS

SAP, Oracle, Microsoft Dynamic, People Soft, Baan and their impact on enterprise applications.

Course outcome:

At the end of this course the student will be able to

1. Describe what is Enterprise resource planning along with its benefits
2. Explain the relationship between ERP and BPR

3. Describe the functions of different modules of the ERP program
4. Describe the issues faced while implementing ERP
5. Describe the advantages and disadvantages of different ERP products available in the market
6. Work on ERP Programs, map the ERP requirements with business process requirements, and understand outputs of ERP

References:

1. Motiwala, Enterprise Resource Systems,,Pearson,2009
2. Alexis Leon,Enterprise Resource Planning, TMH,2008
3. Enterprise Resource Planning and MIS,Venugopal Rao, Excel,2009.
4. Vinod Kumar Kardandd NK VenkataKirstean,ERP concepts & Practice, PHI,2008
5. Concepts in ERP,Monk,2/e Thomson,2009
6. Vaman,ERP in Practice, TMH,2008
7. MahadeoJaiswal& Ganesh Vanapalli,Enterprise Resource PlanningMacmillan,2008
8. David L.Olson,Managerial Issues of ERP, TMH,2009

Mode of Evaluation: Assignment, Seminar, Written Examination

Specialisation – E

14MBA441 DATA COMMUNICATION AND NETWORK ANALYSIS

L T P C
4 0 0 4

Course Prerequisite: None

Course description:

Data being fundamental to creation and dissemination of information in the current business environment, this course delves in the technological aspects of aggregation and transmission of data.

Course Objectives:

1. Introduce the basics of computer networks
2. Introduce the various types of networks
3. Explain the various methods of data transfer
4. Explain the various network protocols
5. Explain the organizational information assurance programs

The course is aimed at introducing concepts in data communication and network analysis along with their business and managerial implications.

UNIT I: COMPUTER NETWORK BASICS

Over view of computer communication and network basics, Network models, Data Transmission models, Multiplexing and switching, Transmission media, Telecommunication, Cable vision, High speed data access.

UNIT II: DATA LINK LAYERS AND TYPES OF NETWORKS

Data link layer, Medium access control sub layer, MAC, Local area networks, Ethernet, Bluetooth, Virtual LAN, Wireless transmission

UNIT III: MODES OF DATA TRANSFER

Asynchronous transfer mode, Fiber distributed data interface, ISDN, Switched multimegabit data service, Networking layer, Internetworking, Routing basics

UNIT IV: NETWORK PROTOCOLS

Flow and congestion control basics, Bridge basics, Transport layer protocol basics, Application and presentation layer basics, SMTP, TCP/IP, HTTP, SNMP, E-mail, SMTP, UCE and WWW

UNIT V:

The Organizational Information Assurance Program: The Practical and Conceptual Foundation, Establishing and Managing an Information Assurance Defense In-Depth Strategy within an Organization.

Course outcomes:

At the end of the course the student will be able to

1. Describe different types of computer networks

2. Understand what computer networks are
3. Describe various methods of data transfer
4. Describe various network protocols and their application
5. Describe the requirements of organizational information assurance programs

References:

1. Data and Computer Network Communication, [Shashi Banzal](#), Firewall Media, 2007, ISBN : 9788131801390
2. Data communications and networking, Behrouz A Forouzan, McGraw Hill Education (India) Private Limited; 4 edition, May 2006, ISBN: 978-0070634145
3. Information Assurance: Managing Organizational IT Security Risks, By Joseph George Boyce, Dan Wesley Jennings
4. Information Assurance: Dependability and Security in Networked Systems, By Yi Qian, David Tipper, Prashant Krishnamurthy, James Joshi

Mode of Evaluation: Assignment, Seminar, Written Examination.

Specialisation – F

14MBA442 MANAGEMENT OF SOFTWARE PROJECT

L T P C
4 0 0 4

Course Prerequisite: None

Course description:

Given the fact that IT has spread its tentacles in every aspect of business and public life this course highlights key areas of software development in order to manage customer requirements, timelines, and costs

Course objective:

1. Introduce the need for project management in software projects
2. Explain the significance of cost management in software projects
3. Explain the importance of procurement function in software projects
4. Explain the role of communication in software project management
5. Explain the importance of stakeholder management in software projects

UNIT I: SCOPE OF PROJECT MANAGEMENT

Software project management and its scope, Relationship between portfolio management, program management, project management and organization project management, three pillars of project management: cost, time, and scope; role of a project manager responsibilities, competencies, and interpersonal skills.

UNIT II: PROJECT COST AND BUDGETS

Software Cost management: Estimation of cost, determination of budget, and control: inputs for cost management, tools and techniques; time management: define and sequence activities, identify resources for activities, estimate activity durations, develop schedule; Scope management: Requirement collection, scope definition, creation of WBS, Validation of scope, and control of scope

UNIT III: PROCUREMENT FOR SOFTWARE PROJECTS

Procurement for software projects: plan, conduct, control, and close procurements – inputs, tools and techniques, and outputs; Human Resources management for projects: planning, acquisition, team development, team management

UNIT IV: QUALITY MANAGEMENT IN SOFTWARE PROJECTS

Communication management, software quality management: planning, quality assurance, quality control – inputs, tools and techniques, outputs, Risk management – identification of risk, qualitative risk analysis, quantitative risk analysis, planning response to risk and control risk

UNIT V: STAKEHOLDER MANAGEMENT IN SOFTWARE PROJECTS

Stakeholder management in software projects: identify stakeholder(s), plan stakeholder management, stakeholder engagement, and control stakeholder engagement. Project integration – project charter, project management plan, monitor and control project progress, close project.

Course outcome:

1. Describe the significance of the three pillars of project management
2. Estimate cost and prepare budgets for software projects

3. Develop teams for software projects
4. Identify/quantify project risks and develop mitigation plans for them
5. Identify stakeholders and plan stakeholder management and engagement

Text Books:

1. PMBOK recent edition

Mode of Evaluation: Assignment, Seminar, Written Examination

ELECTIVES IN STRATEGIC MANAGEMENT

Specialisation – A

14MBA443 COMPETING THROUGH BUSINESS MODEL

L T P C
4 0 0 4

Course Prerequisite: None

Course description:

The course aids to determine the business model of any organization; Ascertain how a particular business model helps the organization create and capture value over time; and, Describes how to improve a business model

Course Objectives:

1. To elucidate the concept, significance and challenges of a business model;
2. To explain business model navigator;
3. To explain competitive advantages and to impart the knowledge on investment decision making;
4. To explain management of change through business model; and
5. To explain company practices best on their business models through innovation.

UNIT I: INTRODUCTION

The business model: Concept, importance and Nature, Elements of a business model, challenges of business model innovation.

UNIT II: BUSINESS MODEL NAVIGATOR

Creative imitation and importance of recombination; initiation- analyzing the eco-system; ideation- adopting patterns; integration- shaping business model; implementation: realizing the plans.

UNIT III: BUSINESS MODEL - INVESTING IN COMPANIES WITH STRONG COMPETITIVE ADVANTAGES

Business models: Investing in companies with strong competitive advantage: Competitors - Customers - Economics - Management - Products – Suppliers

Business models: investing in sectors with strong competitive advantage: Competitors - Customers - Economics - Management - Products - Suppliers - Sectors to avoid – Sectors to buy and sell during the economic cycle.

UNIT IV: MANAGING CHANGE THROUGH BUSINESS MODEL

Drive change; define a plan of action, structure and goals, building capabilities

UNIT V: BUSINESS MODEL INNOVATION IN ACTION

Business Models in 2 wheeler Indian industry, ITC, Unilever, Banking and insurance industry

Course Outcomes:

By the end of the course, student would be able to

1. Describe the concept, significance and challenges of a business model;
2. Learn the business model navigator;
3. Understand the competitive advantages and to impart the knowledge on investment decision making;
4. Describe the management of change through business model; and
5. Understand company practices best on their business models through innovation.

References:

1. O Grossman, K Frankenberger, Michaela CSIK. (2014). The Business Model Navigator. FT Publishing Financial Times.
2. David Watson. (2014). Business Model: Investing in Companies and Sectors with Strong Competitive Advantages. Harrimon House

Mode of Evaluation: Assignment, Seminar, Written Examination

Specialisation – B

14MBA444 GREEN BUSINESS MANAGEMENT

L T P C
4 0 0 4

Course Prerequisite: None

Course description:

Students will learn how to increase sustainability within businesses and gain a broad understanding of environmental issues relevant to business and industry. Provides students an essential overview of green business concepts and the strategies involved.

Course objectives:

The objectives of the course are:

1. To impart students an understanding of green business, its advantages, issues and opportunities;
2. To provide knowledge over the strategies for building eco-business
3. To have an understanding of the eco-advantage mindsets;
4. To have an understanding of the issues at the time of implementing strategies for green business and
5. To incorporate people, plant and profit (PPP) approach in green business.

UNIT I: INTRODUCTION

Green Business: Concept and Importance, Eco- Advantages: Issues and Opportunities for Business in an environmentally sensitive world; Natural Drivers of the Green wave: Environmental Problems and how they shape market

UNIT II: STRATEGIES FOR BUILDING ECO- ADVANTAGES

Managing Downside: Reducing cost and risk through Green business strategies; Building the upside: driving revenues and creating intangible value

UNIT III: GREEN WAVE RIDERS

The Eco Advantages Mindsets: Looking through an Environmental Lens; Eco Tracking: Understanding Companies Environmental Footprints; Greening the Supply Chain; Inspiring Eco Advantages Culture

UNIT IV: IMPLEMENTING AND MANAGING GREEN

The relation between Green and quality, process improvement tools and green, calculating carbon as a product basis, ISO Green, Road Map to a Green Organization, Problems and Challenges, CER, Cases

UNIT V: PUTTING IT ALL TOGETHER

Why environmental Initiative fails: Pitfalls to avoid on the way to eco advantage; Execution for a sustained competitive advantages, People, Planet and Profit.

Course Outcomes:

By the end of the course, student would be able to

1. The students will be able to understand and apply the concept of green business;

2. Build eco-advantage strategies;
3. Imbibe eco-advantage mindsets;
4. Develop implementable strategies; and
5. Apply the principles of PPP approach

References:

1. Daniel C. Esty (2009), Green to Gold: How Smart Companies Use Environmental Strategy to Innovate, Create Value, and Build Competitive Advantage. Yel University Press & Willy and Sons (Amazon)
2. Andrew Savitz, Karl Weber (2006). The Triple Bottom Line: How Today's Best-Run are achieving economic, social and environmental success- and how you can too. Willy and Sons (Amazon)
3. M. Karpagam, Geetha Jaikumar, "Green Management : Theory & Applications"
Sam Windsor, "An Introduction to Green Process Management"

Mode of Evaluation: Assignment, Seminar, Written Examination

Specialisation – C

(14MBA445) MANAGEMENT OF INNOVATION

L T P C
4 0 0 4

Course Prerequisite: None

Course description:

The course will focus on both the theoretical and analytical understanding of the field of innovation management, including how innovation is managed, and how innovation is measured. It focuses on strategies used to promote development and innovation, and also on the knowledge and the skills to analyse, design and implement innovations and develop strategies for new business creation.

Course Objectives:

1. To explain the concept of innovation and creativity;
2. To inculcate creative thinking;
3. To explain idea generating techniques;
4. To explain the process of developing and applying creativity; and
5. To explain creative and lateral thinking management

UNIT I: INTRODUCTION

Concept of Innovation; invention and creativity: role and relationship with innovation, Drivers and process of innovation-Classification

Concept of Innovation – Need for innovation – Ways to innovate – Innovation opportunities
Corporate Innovation Process-Integrated Strategic Planning for Innovation

UNIT II: CREATIVE THINKING

Creative thinking- Intuition- Logical thinking-Heuristics and models-Tools that prepare the mind for creative thought – Levels of model of innovation – Model of innovation - Industrial design.

UNIT III: IDEA GENERATING TECHNIQUES

Idea generating techniques-Brainstorming – Lateral thinking - Synectics-Nominal groups-Quality Circles-Suggestion systems-Attribute listing- Redefinition technique-Random-stimulus-Thinking Hats-Idea sensitive area-Ishikawa diagram-Principles behind techniques.

UNIT IV: DEVELOPING CREATIVITY

Developing and applying creativity-Designing Creative Society and Organization-Creativity Training-Applications: Process redesign-Reengineering-Creative bench marking.

UNIT V: CREATIVE AND LATERAL THINKING MANAGEMENT

Creative and Lateral Thinking Management: Creative Thinking, Problem Solving, Managing Lateral Thinking.

Course Outcomes:

By the end of the course, student would be able to

1. Understand the concept of innovation and creativity;
2. Imbibe creative thinking;

3. Learn idea generating techniques;
4. Understand the process of developing and applying creativity; and
5. Learn creative and lateral thinking management

References:

1. C.K Prahalad and MS Krishnan : New Age of Innovation (Tata McGraw Hill)
2. Shlomo Maital and D.V. Scshadri: Innovation Management (Response)
3. White/Bruton : The Management of Technology and Innovation (Cengage)
4. Paul E Plesk: Creativity Innovation and Quality (Prentice-Hall)
5. Pradip N-Khandawalla: Fourth Eye (A.H.Wheeler)

Mode of Evaluation: Assignment, Seminar, Written Examination

Specialisation – D

14MBA446 MULTINATIONAL & TRANSNATIONAL STRATEGY & MANAGEMENT

L T P C
4 0 0 4

Course Prerequisite: None

Course description:

Examines theories and practices of management in a cross-border context. Focuses on strategies and their implementation in international markets and how management changes when done internationally.

Course objectives:

1. To explain students the concept and issues of multinational companies in globalised economy;
2. To elucidate strategy content and its formulations;
3. To explain the management process and organisational design in strategy implementation
4. To explain HRM interface in strategy implementation for multinational companies
5. To elucidate international negotiation and cross cultural communication

UNIT I: INTRODUCTION

Multinational Company: concept, definition; the globalized economy, culture and multinational management: Hofstede cultural model- application for organization and management; managing ethics and social responsibilities challenges in multinational companies

Case: Google in China

UNIT II: STRATEGY CONTENT AND FORMULATION

Basic strategic content applied to the multinational company- competitive advantages and multinational applications of generic strategies, value chain, distinctive competitive advantages, offensive and defensive competitive strategies for international markets, multinational diversification strategies.

Case: Tata Motors

UNIT III: MANAGEMENT PROCESS IN STRATEGY IMPLEMENTATION: DESIGN CHOICES FOR MULTINATIONAL COMPANIES

Nature of organization design, organizational structure to design multinational strategies, export department, foreign subsidiaries, international division, worldwide geographic structure and worldwide product structure, hybrid and worldwide matrix structure, transnational network structure, international strategic alliance design and management, multinational e-commerce: strategies and structure

UNIT IV: STRATEGY IMPLEMENTATION FOR MULTINATIONAL COMPANIES: HUMAN RESOURCE MANAGEMENT

IHRM: definition, types of employees in multinational companies, multinational and expatriate managers, procurement, development and maintenance of human resource for multinational companies.

Case: People Management Fiasco in Honda Motor Cycle and Scooter India Ltd.

UNIT V: STRATEGY IMPLEMENTATION FOR MULTINATIONAL COMPANIES: INTERACTION PROCESS

International negotiation and cross cultural communication, motivation in cross cultural companies, global leadership.

Course Outcomes:

By the end of the course, student would be able to

1. Describe the concept and issues of multinational companies in globalised economy;
2. Understand the strategy content and its formulations;
3. Learn the management process and organisational design in strategy implementation
4. Cognize HRM interface in strategy implementation for multinational companies
5. Sensitize international negotiation and cross cultural communication

References:

1. John B Cullen, K. Praveen Parboteeach (2014). 'Multinational Management: A Strategic Approach', Cengage
2. David Collis (2014), 'International Strategy: Context, Concept and Implementation.' Willy and Sons.
3. J.H.Taggart & M. Berry (2001), Multinational in a New Era: International Strategy and Management', Palgrave, NY.

Mode of Evaluation: Assignment, Seminar, Written Examination

Specialisation – E

14MBA447 STRATEGIC ALLIANCES & NETWORKS

L T P C
4 0 0 4

Course Prerequisite: None

Course description:

This course is designed to help participants understand the functioning of alliances in a firm's strategies, the benefits and limitations of collaboration, and how managers can enhance their chances for success. This course focuses on identifying the key structures and processes required for the successful management and development of these cooperative modes of organization. A mix of both theoretical concepts and practical case studies will be used to develop strategic solutions.

Course Objectives:

1. To help the students to develop a deeper understanding of the meanings of the different types of alliances and networks.
2. To gain insights into several companies' use of alliances and networks.
3. To explain the students the Alliance Research Methodologies
4. To acquaint students the complexities about administrative structures, control systems etc. in managing alliances with partners and effectively dealing with it.
5. The course also aims at exposing the students Networks of Strategic Alliances.

UNIT I: INTRODUCTION

Strategic Alliances – Meaning and definition – Significance of Alliances- Value creation in alliances strategy, Management of Strategic Alliances; Strategic Alliances in Indian Context – Managing alliances; the role of Top Management – Challenges and tasks.

The nature of cooperation and its role in strategy – Economic perspectives – Managerial and organisational perspectives – Trust in cooperative strategies

UNIT II: HYBRID FORMS OF ECONOMIC ORGANISATION

Alliances, Networks and Equity Joint Ventures - Typology of Strategic Alliances - Significance of Networks as a Mode of Economic Organisation - Knowledge Networks and Technological Innovation in Networks - Networks to Set Industry Standards - Social Networks: Competitive Significance of Relations beyond Firm Boundaries - Alliance between Competitors - Pre-competitive Alliances - Market Sharing Alliances

UNIT III: ALLIANCE RESEARCH METHODOLOGIES

Alliance Research Methodologies: Research Methods in Alliances - Research Outside the "Core": Opportunities in Alternative Approaches and Methods for Studying Cooperative Alliances - Modelling and Measuring the Performance of Alliances

UNIT IV: ORGANISATIONAL LEARNING THROUGH ALLIANCES

Structures and Systems for Effective Learning for Partners in Alliances - Managing the Process of Alliance Formation: Partner Selection and Negotiation - Contracts and Trust in Managing Partner

Conflict in Alliances - Evolution and Termination of Alliance Relationships – Issues in global strategy implementation

UNIT V: NETWORKS OF STRATEGIC ALLIANCES

Networks of Strategic Alliances – From alliances to Networks: The network frontier: Managing the global network corporation - Entrepreneurial Alliances and Networks

The essence of strategic network: Competition and cooperation – Reduction of transaction costs – Generating trust – The network's internal consistency – Setting up and managing in a strategic network

Course Outcomes:

At the end of this course students would be able to

1. Understand meaning of the different types of alliances and networks.
2. Gain insights into several companies' use of alliances and networks.
3. Understand the Alliance Research Methodologies
4. Learn the complexities about administrative structures, control systems etc. in managing alliances with partners and effectively dealing with it.
5. Learn Networks of Strategic Alliances.

References:

1. Bartlett C.A, and S. Ghoshal, “Transnational Management: Text, Cases and Readings in Cross Border Management, Irwin, London.
2. Lorange, P. and J. Roos, “Strategic Alliances: Formulation, Implementation and Evolution”, Blackwell, Oxford
3. [Michael Y. Yoshino](#), [U. Srinivasa Rangan](#), “Strategic Alliances: An Entrepreneurial Approach to Globalization”, Harvard Business Press
4. [Oded Shenkar](#), [Jeffrey J. Reuer](#) (2006), “Handbook of Strategic Alliances”, Sage Publications
5. John Child, David Faulkner, and Stephen Tallman (2009), “Cooperative Strategy: Managing Alliances, Networks, and Joint Ventures”, Oxford Press, 2nd edition
6. [J. Carlos Jarillo](#), (1995), “Strategic Networks: Creating the borderless organization”, A Butterworth-Heinemann Title
7. Dr. M. Mahmoudi Maymand, (2005) “Global Strategic Management”, Deep & Deep Publications, New Delhi.
8. Gerardo R. Ungson and Yim-Yu Wong, (2009), “Global Strategic Management”, Segment Books, New Delhi.
9. Kamel Mellahi, J. George Frynas and Paul Finlay (2005), “Global Strategic Management”, Oxford University Press, New York.
10. Davidson, W.H., “Global Strategic Management”, John Wiley, New York.

Mode of Evaluation: Assignment, Seminar, Written Examination

Specialisation – F

14MBA448 STRATEGY EVALUATION & CONTROL

L T P C
4 0 0 4

Course Prerequisite: None

Course description:

This course describes the strategy evaluation and control activities which include reviewing internal and external factors that are the bases for current strategies, measuring performance, and taking corrective actions. Describes the procedure for measuring performance, and taking corrective actions.

Course Objectives:

1. To explain the overview of strategic evaluation;
2. To elucidate Process of strategic evaluation;
3. To explain the significance, characteristics and types of strategic evaluation and control;
4. To explain critical success factors of strategy and control
5. To elucidate issues and challenges of strategic control

UNIT I: INTRODUCTION

Strategy Evaluation: Nature, importance, overview of strategic evaluation – Participants in strategic evaluation – Barriers in evaluation – Requirements for effective evaluation –

UNIT II: PROCESS OF STRATEGIC EVALUATION

Process of strategic evaluation – Criteria for strategic evaluation – Framework for evaluating strategic alternatives - Techniques of strategic evaluation and control, Operational Control – Process of strategic control - Contemporary Issues in Strategic Management - Blue Ocean Strategy, Balanced Score Card, Judo Strategy, Organizational Change and Learning

UNIT III: STRATEGIC CONTROL

Strategic control - Characteristics of an effective evaluation and control system – Types of strategic controls – Premise control, implementation control, strategic surveillance and special alert control

UNIT IV: PERFORMANCE MEASUREMENT

Strategy and Control -Critical Success Factors and Controls - Performance Measurement

UNIT V: ISSUES AND CHALLENGES OF STRATEGIC CONTROL

Monitoring and control of strategic formulation and implementation – Hierarchy of control activities – Issues and challenges

Course Outcomes:

By the end of the course, student would be able to

1. Understand the overview of strategic evaluation;
2. Describe process of strategic evaluation;
3. Understand the significance, characteristics and types of strategic evaluation and control;
4. Identify critical success factors of strategy and control

5. Understand issues and challenges of strategic control

References:

1. Azhar Kazmi, “Business Policy”, S.Chand & Co. New Delhi
2. Upendra Kachru, “Strategic Management: Concepts & Cases”, Excel Books.
3. V.S. Ramaswamy, S. Namakumari, “Strategic Planning: Formulation of Corporate Strategy”, Macmillan Publishing House Ltd.
4. R.M.Shivastava, “Management Policy & Strategic Management”, Himalaya Publishing House, Mumbai.
5. Craig R. Hickman & Michael A. Silva, “Creating Excellence”, London Universal Book Stall, New Delhi.
6. R. Srinivasan (2014), “Strategic Management: The Indian Context”, Prentice Hall India
7. Azhar Kazmi, “Strategic Management and Business Policy”, Tata McGraw Hill, New Delhi.
8. Thomas Wheelen, Thomas Hunger, J. David Hunger, Concepts in Strategic Management and Business Policy, Pearson Education, New Delhi
9. Azhar Kazmi Strategic Management and Business Policy, Tata Mc Graw Hill.

Mode of Evaluation: Assignment, Seminar, Written Examination

AUDIT COURSES

Audit Course

14ENG301 EFFECTIVE PUBLIC SPEAKING

L T P C
2 0 0 0

Course Prerequisite: None

Course Description:

This course provides effective presentation training tools and skills include good content, organization, delivery, audience, and analysis. These enhance students' traits in becoming a more critical consumer of information and delivery of speeches within a public setting and group discussion. Emphasis is on research, preparation, delivery, and evaluation of informative, persuasive, and special occasion public speaking.

Course Objectives:

1. To improve student's speaking skills in various professional contexts and enable one to develop the art of public speaking.
2. To improve student's speaking skills in various professional contexts and enable one to develop the art of public speaking.
3. To develop the necessary skills through actual practice in presenting information, giving seminars, participating in group talk etc.

UNIT I:

Public Speaking- an overview- Significance to professionals- Importance of Listening and Speaking Skills.

UNIT II :

Credibility & Confidence- Preparation of Speech & Audience Analysis.

UNIT III :

Organization of Speech- Platform Manners & Use of Microphones- Modes of Delivery.

UNIT IV:

Use of Visual Aids- Psychology of Persuasion- Speeches for Special Occasions.

UNIT V:

Speech Practice.

Course Outcomes:

At the end of this course, students will able to

1. Understand public speaking and its significance to professionals.
2. Know the importance of listening for effective speaking.
3. Develop speeches that can increase self-confidence and credibility.
4. Understand how to prepare, rehearse and present a speech.
5. Become aware of the different nuances involved in the speeches for different occasions such as giving seminars and participating in group talks etc.

Text Book:

Pushp Lata and Sanjay Kumar. Communicate or Collapse New Delhi: Prentice Hall of India, 2007.

References:

1. Lucas, Stephen E. The Art of Public Speaking. Third Edition, Singapore: McGraw- Hill, 1989.
2. Deanna D Sell now Public Speaking A Process Approach Media Edition, Wadsworth/Thomson, 2003.
3. Jaffe, Clella. Public Speaking New Delhi: Cengage Learning India Pvt. Ltd, 2008.
4. Bellingham, Jo. Giving Presentations Delhi: Oxford University Press. 2003.
5. Qubein, Nido. How to be a Great Communicator New Delhi: Viva. 1997.

Mode of Evaluation: Assignments, Written Examination (Internal Only)

Course Prerequisite: None

Course Description:

The course functions as a broad-based introduction to various forms of creative writing, such as short fiction, poetry and drama. Short story writing is geared toward creative writing so that students learn about character, dialogue, voice, style and description in fiction. The course provides them with the opportunity to delve deeper into the analysis of selected short fiction and to work on stories of their own. Students explore the genre of poetry in-depth through their own writing and that of published poets. The study of playwriting involves many of the same focuses as short story writing, such as dialogue, character and plot. Students also experiment with writing these genres. The class is usually comprised of technique and style discussions, reading assignments and writing exercises.

Course Objectives:

1. To familiarize the students with different forms of writing: poetry, scene writing, and vignette and feature writing.
2. Apart from writing, the course will also encourage students to read and acquaint, appreciate and respond to different genres of writing.

UNIT I:

Introduction to creative writing and reading, Poetry, Short Story, Drama, Fiction, Non Fiction, Feature Writing, etc.

UNIT II:

Poetry, Scenario writing, feature and vignette writing, Haiku, Object Poem, List Poem, Visual Poem, Nature Poem, Scanning a poem and understanding its meaning

UNIT III:

Writing a scene, finding sources from which to draw ideas to write scenes, creating an effective setting for a scene to take place; creating strong, believable characters in a scene.

UNIT IV:

Learning how a scene can drive the plot of a story, how to effectively use point of view to enhance a scene, how to write interesting and useful dialogue, self-editing own writing.

UNIT V:

Writing a vignette, finding sources from which to draw ideas to write a vignette, organizing one's time and ideas to produce a longer piece of writing.

Course Outcomes:

At the end of this course, students will be able to

1. Develop skills in writing, editing, and revision in the literary genre.
2. Analysis to inform appreciation and understanding of poetry.
3. Demonstrate the ability to read and respond thoughtfully.

4. Develop plot of the story and sketch characters with relevant dialogues; overall script writing and editing skills are imparted.
5. Understand the effective writing skills such as good essays and projecting scholarly ideas to the mass media.

Text Book:

Mills, Paul. 2006. Creative Writing Course Book. New York: Routledge.

References:

1. Jaron, Philip K. and Allan B. Lefcowitz. 2004. Creative Writer's Hand Book. 4th ed. Prentice Hall.
2. Bulman, Colin. 2007. Creative Writing: A guide and glossary to fiction writing. Polity Press.
3. Coles Notes. 1991. Dictionary of Literary Terms. Delhi: Chaman Enterprises.
4. Minot, Stephen. 1971. Three Genres: The Writing of Poetry, Fiction, and Drama. Englewood Cliffs: Prentice-Hall.

Mode of Evaluation: Assignments, Written Examination (Internal Only)

Audit Course

14HUM301 ENTREPRENEURSHIP DEVELOPMENT

L T P C
2 0 0 0

Course Prerequisite: None

Course Description:

The objective of this course is to inculcate in students the skills necessary to craft strategies and initiatives which can enable growth and sustainability in an entrepreneurial venture, to include the effective management of inventory, receivables, production, human resources, financial resources, and risk. Students will develop higher-level critical thinking skills, evidenced by analysis, evaluation, and synthesis.

Course Objectives:

The course is intended to

1. Identify legal issues affecting development, ownership and operation of commercial property.
2. Understand strategies to manage and/or exit from distressed properties.
3. Addressing the development challenges that start-ups face.
4. Build skills needed to create high-value technology companies.
5. Analyze prospective venture capital investments.
6. Work in an entrepreneurial firm with instructor coaching.
7. In-depth research regarding a specific business opportunity.
8. Opportunity identification & evaluation.
9. Steps required to start a business.
10. Creativity techniques at the individual and organizational level to identify and capitalize on innovative opportunities.
11. Develop skills to translate patents and other intellectual property into viable business opportunities.
12. Analytic techniques to determine highest and best use of property.
13. Understand venture capital and angel investor funding criteria and contractual terms.

UNIT I: INTRODUCTION

Nature of Entrepreneurship- Features - Entrepreneur's competencies, attitude, qualities, functions. Entrepreneurial scenario in India and Abroad. Forms of Entrepreneurship: Small Business, Importance in Indian Economy, Types of ownership, sole trading, partnership, important features of various types of businesses -corporate entrepreneurship, intrapreneurship - Role of Government in the promotion of Entrepreneur, State Enterprises in India.

UNIT II: PROMOTIONAL & FINANCIAL ASPECTS OF ENTREPRENEURSHIP

Idea generation– opportunities - SWOT Analysis - patents and trademarks, Intellectual Property Rights. Financial Aspects of the Entrepreneurship: Source of Capital, Debt capital, seed capital, venture capital - Informal Agencies In financing entrepreneurs, Government Grants and Subsidies, Types of Investors and Private Offerings.

UNIT III: PROJECT PLANNING AND FEASIBILITY STUDIES

The Concept of Project, Project Life Cycle -Project Planning, Feasibility – Project proposal & report preparation. Entrepreneurial Strategy: Generation of new entry opportunity, Decisions under Uncertainty, entry strategy, new entry exploitation, environmental instability and First-Mover disadvantages, Risk Reduction strategies, Market scope strategy, Imitation strategies and Managing Newness.

UNIT IV: WOMEN ENTREPRENEURSHIP

Scope of entrepreneurship among women, promotional efforts supporting women entrepreneurs in India - Successful cases of women entrepreneurs.

UNIT V: RURAL ENTREPRENEURSHIP AND EDPS

Need, Rural Industrialization – Role of NGO's –Organising EDPs – Need, Objectives, Evaluation of EDPs.

Course Outcomes:

At the end of this course, students will be able to

1. Recognize a business opportunity that fits the individual student
2. Demonstrate the ability to provide a self-analysis in the context of an entrepreneurial career
3. Demonstrate the ability to find an attractive market that can be reached economically
4. Demonstrate the understanding of how to launch the individual's entrepreneurial career
5. Create appropriate a business model
6. Articulate an effective elevator pitches to gain support for the venture
7. Develop a well-presented business plan that is feasible for the student

References:

1. Entrepreneurial Development, S. Chand and Company Limited, S.S. Khanka, New Delhi, 2009.
2. Fundamentals of Entrepreneurship, H. Nandan, PHI, First/e, New Delhi, 2009.
3. Entrepreneurship, 6/e, Robert D Hisrich, Michael P Peters, Dean A Shepherd, TMH, 2009.
4. The Dynamics of Entrepreneurial Development and Management, Vasanth
5. Desai, Himalaya, 2009
6. Entrepreneurship Management – text and cases, Bholanath Dutta, Excel Books, 2009
7. Entrepreneurship – New venture Creation, Holt, PHI, 2009.

Mode of Evaluation: Assignments, Written Examination (Internal Only)

Audit Course

14HUM302 INTRODUCTION TO INTELLECTUAL PROPERTY RIGHTS

L	T	P	C
2	0	0	0

Course Prerequisite: None

Course Description:

Intellectual property (IP) is a legal term that refers to creations of the mind. Examples of intellectual property include music, literature, and other artistic works; discoveries and inventions; and words, phrases, symbols, and designs. Under intellectual property laws, owners of intellectual property are granted certain exclusive rights. Some common types of intellectual property rights (IPR) are copyright, patents, and industrial design rights; and the rights that protect trademarks, trade dress, and in some jurisdictions trade secrets. Intellectual property rights are themselves a form of property, called intangible property.

Course Objectives:

The course is intended to

1. This course will provide the engineering as well as management students to understand the importance of intellectual property rights protection and management.
2. It is an important part of new products/processes/ technologies development to get the competitive advantages for competing and sustaining in the competitive global business scenario.
3. This represents the Intellectual Property Rights, assets, ownership rights and valuation of property rights.
4. It represents the Filing of patent rights, acts, rules & portfolio analysis, management, patent strategy.
5. It represents the Right to Information Act, objectives, obligations, powers & functions, penalties & appeal.

UNIT I:

Introductory issues related to intellectual property and its protection, WTO, TRIPS Agreement & its Protection.

UNIT II:

Introduction to Copyrights - Principles of Copyright Principles -The subject matter of Copyright - The Rights Afforded by Copyright Law - Copyright ownership, transfers and duration - Right to prepare derivative works – Rights of Distribution - Copyright Formalities and Registrations - Limitations - Copyright disputes and International Copyright Law – Semiconductor Chip Protection Act – Patent - Trademark – Industrial Design – Trade Secret – Geographical indications.

UNIT III:

Commercialization of IP assets: Contracting, Licensing, Assignment and technology transfer; Drawing up a business strategy IP rights in export markets; Ownership of rights by employees; Valuation of intellectual property rights.

UNIT IV:

Procedure for filing patent in India and other countries, PCT filing, Patent Search, Patent Acts & Rules, Patent Infringement, Patent Portfolio analysis and management, Patent Strategy.

UNIT V:

RTI – Introduction – Objectives – Obligation of Public Authorities – The Central & State information commission – Powers & Functions – Penalties & Appeal.

Course Outcomes:

At the end of this course, students will be able to

1. Understand the process of getting intellectual property rights and managing the IP assets strategically.
2. Broaden thinking perspective of the students that will enhance their long term planning and decision making capabilities as an R&D/Technology manager or as an Entrepreneur.
3. Sensitize the students to think on this legal as well as management aspect.
4. Know patent filing, acts & rules, Patent portfolio analysis.
5. Explain the details of Right to Information Act.

Text Book:

Intellectual Property: The Law of Trademarks, Copyrights, Patents, and Trade Secrets, 4th Edition (2013) By Deborah E. Bouchoux, Cengage Learning.

Reference:

Latest Research Papers

Mode of Evaluation: Assignments, Written Examination (Internal Only)

Audit Course**14CSE301 DATA ANALYSIS USING R****L T P C**
2 0 0 0**Course Prerequisite:** None**Course Description:**

This course is an applied statistics course focusing on data analysis. The course will begin with an overview of how to organize, perform, and write-up data analyses. Instead of focusing on mathematical details, the lectures will be designed to help you apply these techniques to real data using the R statistical programming language, interpret the results, and diagnose potential problems in your analysis. The course covers practical issues in statistical computing which includes programming in R, reading data into R, accessing R packages, writing R functions, debugging, profiling R code, and organizing and commenting R code.

Course Objectives:

1. Students will learn techniques of statistical modeling.
2. Students will learn to communicate their results effectively to others, including non-experts.
3. Students will have hands-on experience with analyzing diverse data types, using modern statistical computer tools.

UNIT I: INTRODUCTION TO R

Overview of R, R data types and objects, reading and writing data.

UNIT II: CONTROL STRUCTURES AND FUNCTIONS

Control structures, functions, scoping rules, dates and times.

UNIT III: LOOP FUNCTIONS AND DEBUGGING

Loop functions, debugging tools.

UNIT IV: PROFILING R CODE

Simulation, code profiling.

UNIT V: VECTOR AND VARIABLES

Interacting with the interpreter, R Functions, Vector and Variables.

Course Outcomes:

At the end of this course, students will be able to

1. A good understanding of data types available in R.
2. A good understanding of various control structures, scope rules present in R.
3. A good understanding of loop functions and debugging tools.
4. Simulation and code profiling capability.
5. A good understanding of R Functions, Vectors, etc.

Text Books:

1. R Programming for Data Science by Roger D.Peng, Lean publisher.
2. 25 Recipes for Getting Started with R, Publisher: O'Reilly Media, January 2011.
3. Learning R Paperback by Richard Cotton, Publisher: O'Reilly; 1 edition (20 September 2013).

References:

1. <https://www.coursera.org/course/rprog>
2. <https://www.coursera.org/course/dataanalysis>

Mode of Evaluation: Assignments, Written Examination (Internal Only)

Audit Course

14ENG303 PHONETICS AND SPOKEN ENGLISH

L T P C
2 0 0 0

Course Prerequisite: None

Course Description:

This course aims to introduce the students the basic concepts of English phonetics and impart competence in the effective use of spoken English. To help them communicate effectively in social as well as classroom/academic settings and improve critical listening skills. Special focus on three important aspects of pronunciation: stress, rhythm, and intonation.

Course Objectives:

1. To deal with various articulation mechanics to get to proper pronunciation
2. To study 44 sounds of English.
3. To impart practical knowledge by providing listening sessions.

UNIT I:

Phonetics-an over view - Speech mechanisms - Organs of articulation.

UNIT II:

Pure Vowels and Diphthongs - Practice Sessions.

UNIT III:

Consonants - Practice Sessions.

UNIT IV:

Word Stress and Intonation - Process of listening and Characteristics of Voice - Practice sessions.

UNIT V:

Phonemic Transcription and pronunciation Practice - Spoken English Practice Sessions.

Course Outcomes:

At the end of this course, students will able to

1. Provides information on the sound system of English and deals specifically with some specific problems faced by the student as learner.
2. Understand the importance of phonetics for effective communication, extract precise and explicit information on pronunciation.
3. Natural process of listening and speaking since it aims to give a "systematic, conscious consideration of how speech sounds are made, what they sound like, and how they compare with each other.
4. Know the Speech and hearing disorders that can have a huge impact on his social life.
5. Explain the flexibility in incorporating words and phrases in his speech.
6. Study of accent and its neutralization enable a student to understand standard form of language while it is a predominating dialect.

Text Books:

1. Krishna Mohan and N.P. Singh. Speaking English Effectively 2nd ed. Macmillan India Ltd., Delhi, 2009.
2. J.Sethi, Kamlesh Sadanand and D.V. Jindal. A Practical Course in English Pronunciation Prentice Hall of India, New Delhi, 2004.

References:

1. Daniel Jones. Cambridge English Pronouncing Dictionary 17th Edition. Ed. Peter Roach et al. Cambridge University Press, 2006.
2. Meenakshi Raman and Sangeeta Sharma. Communicative English Oxford University Press, Delhi, 2009.
3. Mark Hancock. English Pronunciation in Use Cambridge University Press, 2003.
4. T. Balasubramanian. A Textbook of English Phonetics for Indian Students Macmillan India Ltd. 1985.

Mode of Evaluation: Assignments, Written Examination (Internal Only)

Course Prerequisite: None

Course Description:

The development of psychology as a science – individual and the environment; Nature, kinds and determinants of Perception; Biological bases of behavior; Consciousness; Motivation; Emotion; Modification of behavior through learning; Memory and forgetting; Thought processes, Problem solving and Creative thinking; Individual differences – Intelligence, Gender, Personality, Stress and coping; and Social thought and Social Behavior.

Course Objectives:

To develop a conceptual framework for understanding the human behavior; relevance of psychology in daily life and its application in social, educational, industrial, personal and other spheres.

UNIT I:

Definition-Origin- Classical Studies- Psychology in India; **Nervous System:** Neurons - The Brain- the Brain and Human Behavior; Heredity and Behavior; **Sensation:** Perception-Extrasensory Perception; Thinking- Making decisions- Problem Solving.

UNIT II :

Biological Rhythms: Waking States of Consciousness; **Learning:** Types of learning-Theories; Human **Memory:** Kinds of Information Stored in Memory- Forgetting- Memory Distortion- Memory Construction, Memory in Everyday Life- Memory & Brain.

UNIT III:

Motivation: Theories - Motives & Motivation- Extrinsic and Intrinsic Motivation; **Emotions:** Nature- Expression & Impact; **Intelligence:** Contrasting Views of its nature; Measuring Intelligence; Human Intelligence- Emotional Intelligence; **Creativity.**

UNIT IV:

Personality: The Psychoanalytic Approach-Humanistic Theories- Trait Theories- Learning Approaches - Measuring Modern Research on Personality; **Health Psychology:** Stress- Understanding and Communication our Health Needs- Promoting Wellness.
Social Perception: Attribution-Social Cognition, Attitudes; Social Behavior- Prejudice & Discrimination, Social Influence, Leadership.

UNIT V:

Psychology & the Scientific Method; **Research Methods** in Psychology- Observation, Correlation, Experimentation Method; Issues in Psychological Research.

Course Outcomes:

At the end of this course, students will be able to

1. Understand the rationale and application of the scientific method to behaviour, cognition, and emotions.
2. Analyze the Importance of Memory In Learning and adopt the easier methods of memorization
3. Motivated and would have the self-desire to seek out new things and new challenges, to analyse one's capacity, to observe and to gain knowledge. Intrinsically motivated students are more likely to engage in the task willingly as well as work to improve their skills, which will increase their capabilities.
4. Respect and use critical and creative thinking, apply psychological principles to personal, social, and organizational issues.
5. Understand that stress is the product of the interaction between the person and their environment. It can influence illness and the stress–illness link is influenced by coping and social support. Students will know that beliefs and behaviours can influence whether a person becomes ill in the first place, whether they seek help and how they adjust to their illness.
6. Understand and apply basic research methods in psychology, including research design, data analysis, and interpretation.

Text Book:

Robert A. Baron, “Psychology”, Revised 5th Edition, Pearson, 2009

References:

1. Ceccarelli & Meyer, Psychology, South Asian Edition, Pearson Longman, 2006
2. A. K. Singh, “Tests, Measurements and Research Methods in Behavioural Sciences”, Revised 4th Edition, Bharati Bhawan, 2009.

Online Sources:

1. <http://oyc.yale.edu/psychology/psyc-110>
2. <http://ocw.mit.edu/courses/brain-and-cognitive-sciences/9-00sc-introduction-to-psychology-fall-2011/>
3. <http://www.tru.ca/distance/courses/psyc1111.html>

Mode of Evaluation: Assignments, Written Examination (Internal Only)

Audit Course

14CSE302 ETHICAL HACKING

L	T	P	C
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Course Prerequisite: None

Course Description:

This course will function as an introduction to ethical hacking mechanisms. Students will understand about social engineering and types of attacks. Students will begin by understanding how perimeter defenses work and then be lead into scanning and attacking their own networks, no real network is harmed. Students then learn how intruders escalate privileges and what steps can be taken to secure a system. Students will also learn about Intrusion Detection, Policy Creation, Social Engineering, Buffer Overflows and Virus Creation.

Course Objectives:

1. To understand how intruders escalate privileges.
2. To understand Intrusion Detection, Policy Creation, Social Engineering, Buffer Overflows and different types of Attacks and their protection mechanisms.
3. To learn about ethical laws and tests.

UNIT I: ETHICAL HACKING

Types of Data Stolen From the Organizations, Elements of Information Security, Authenticity and Non-Repudiation, Security Challenges, Effects of Hacking, Hacker – Types of Hacker, Ethical Hacker, Hacktivism - Role of Security and Penetration Tester, Penetration Testing Methodology, Networking & Computer Attacks – Malicious Software (Malware), Protection Against Malware, Intruder Attacks on Networks and Computers, Addressing Physical Security – Key Loggers and Back Doors.

UNIT II: FOOT PRINTING AND SOCIAL ENGINEERING

Web Tools for Foot Printing, Conducting Competitive Intelligence, Google Hacking, Scanning, Enumeration, Trojans & Backdoors, Virus & Worms, Proxy & Packet Filtering, Denial of Service, Sniffer, Social Engineering – shoulder surfing, Dumpster Diving, Piggybacking.

UNIT III: DATA SECURITY

Physical Security – Attacks and Protection, Steganography – Methods, Attacks and Measures, Cryptography – Methods and Types of Attacks, Wireless Hacking, Windows Hacking, Linux Hacking.

UNIT IV: NETWORK PROTECTION SYSTEM & HACKING WEB SERVERS

Routers, Firewall & Honeypots, IDS & IPS, Web Filtering, Vulnerability, Penetration Testing, Session Hijacking, Web Server, SQL Injection, Cross Site Scripting, Exploit Writing, Buffer Overflow, Reverse Engineering, Email Hacking, Incident Handling & Response, Bluetooth Hacking, Mobiles Phone Hacking.

UNIT V: ETHICAL HACKING LAWS AND TESTS

An introduction to the particular legal, professional and ethical issues likely to face the domain of ethical hacking, ethical responsibilities, professional integrity and making appropriate use of the tools and techniques associated with ethical hacking – Social Engineering, Host Reconnaissance,

Session Hijacking, Hacking - Web Server, Database, Password Cracking, Network and Wireless, Trojan, Backdoor, UNIX, LINUX, Microsoft, NOVEL Server, Buffer Overflow, Denial of Service Attack, Methodical Penetration Testing.

Course Outcomes:

1. Explain the concepts of intruders.
2. Understanding of foot printing tools.
3. Understand and explain about Intrusion Detection and different types of attacks.
4. Learn and implement mechanisms.
5. Understand about ethical laws.

Text Book:

Michael T. Simpson, Kent Backman, James E. “Corley, Hands-On Ethical Hacking and Network Defense”, Second Edition, CENGAGE Learning, 2010.

References:

1. Steven DeFino, Barry Kaufman, Nick Valenteen, “Official Certified Ethical Hacker Review Guide”, CENGAGE Learning, 2009-11-01.
2. Patrick Engebretson, “The Basics of Hacking and Penetration Testing: Ethical Hacking and Penetration Testing Made Easy”, Syngress Basics Series – Elsevier, August 4, 2011.
3. Whitaker & Newman, “Penetration Testing and Network Defense”, Cisco Press, Indianapolis, IN, 2006.

Mode of Evaluation: Assignments, Written Examination (Internal Only)

Audit Course

14MBA301 BUSINESS ETHICS AND CORPORATE GOVERNANCE

L T P C
2 0 0 0

Course Prerequisite: None

Course Description:

To make students aware of ethical and moral issues concerning business context and develop sensitivity in students for right ethical practices in conduct of business to understand the principles of corporate governance and to know the social responsibility of the corporate.

Course Objectives:

1. To explain students the significance of ethics in business, ethical theories and approaches.
2. To explain the significance of ethics in Marketing and HRM
3. To explain the significance of ethics in Finance and IT
4. To explain the concept, purpose, theories and Philosophies of Corporate Governance; Corporate Governance Structures and Processes
5. To explain corporate social responsibility

UNIT I: INTRODUCTION

Business Ethics: concept, need and importance, Ethical theories and Approaches-Modern Decision making- Ethical Models for Decision Making.

UNIT II: ETHICS IN MARKETING AND HRM

Marketing Ethics: Marketing ethics -advertising ethics -ethics in business competition; Ethical Aspects in HRM: Ethics in Selection-Training and Development-Ethics at work place -Ethics in performance appraisal

UNIT III: ETHICS IN IT AND FINANCE

Ethics in Finance: Insider trading -ethical investment -combating Frauds; Ethical issues in Information Technology: Information Security and Threats -Intellectual Property Rights- Cybercrime, Case: Margadarsi financiers

UNIT IV: CORPORATE GOVERNANCE

Concept, Purpose – Theories and Philosophies of Corporate Governance; Corporate Governance Structures and Processes: Directors-committees - Institutional investors –Auditors; CG Provisions under Company Act 2013, Cadbury Committee report on corporate governance

UNIT V: CORPORATE SOCIAL RESPONSIBILITY

Stakeholders –Environment –social Development, Provisions under Company Act 2013. CSR practices by Companies

Course Outcomes

1. To understand the significance of ethics in business, ethical theories and approaches.
2. To understand the significance of ethics in Marketing and HRM
3. To understand the significance of ethics in Finance and IT

4. To Learn the concept, purpose, theories and Philosophies of Corporate Governance; Corporate Governance Structures and Processes
5. To understand corporate social responsibility

Text Books:

1. Business Ethics –An Indian perspective, Fernando, Pearson Education, 2009
2. “Perspectives in Business Ethics”, Laura P Hartman, 2nd ed. Tata McGraw Hill.

References:

1. Bob Tricker, Corporate Governance, Oxford, 2009
2. Corporate Governance and Social responsibility, Balachandran, Chandrasekharan, PHI
3. Business Ethics -Concepts and Cases, Weiss,Cengage, 2009
4. Business Ethics, Himalaya, C.S.V.Murthy, 2008
5. Ethical Management, SatishModh, Mcmillan, 2005
6. The Theory and practice of Managerial Ethics, Jayashreesadri, Dastoor, Jaico,2008.

Mode of Evaluation: Assignments, Written Examination (Internal Only)

Audit Course

14HUM303 NATIONAL SERVICE SCHEME (NSS)

L	T	P	C
2	0	0	0

Course Prerequisite: None

Course Description:

NSS underlines that the welfare of an individual is ultimately dependent on the welfare of society on the whole. Therefore, it should be the aim of the NSS, to demonstrate this motto in its day-to-day Programme. It needs to organize National Integration Camps, Blood Donation Camps, Health Camps, Plantation, Immunization, Shramdaan, Disaster Management and many at various places. N.S.S. volunteers need to undertake various activities in adopted villages and slums for community service. An NSS volunteer will extend his/her services for 120 hours. NSS volunteers need actively to take a role in adopted villages for eradication of illiteracy, watershed management and wasteland development, agricultural operations, health, nutrition, hygiene, sanitation, mother and child care, family life education, gender justice, development of rural cooperatives, savings drives, construction of rural roads, campaign against social evils etc.

Course Objectives:

The course is intended to

1. The National Service Scheme (NSS) is an Indian government-sponsored public service program conducted by the Department of Youth Affairs and Sports of the Government of India.
2. Its Objective is “Not Me, But You”.
3. NSS reflects the essence of democratic living and upholds the need for selfless service and appreciation of the other person’s point of view and also to show consideration for fellow human beings.
4. Adoption of Villages to make the students study about living of the people, make people literate and make them to maintain hygiene health.
5. This Represents the Water Management and agricultural management as well as disaster management.

UNIT I:INTRODUCTION TO NSS &ADOPTION OF VILLAGE

What is NSS - NSS Song – Objectives of NSS – Functions of NSS - Identifying of a Village – Interacting with village heads – Identifying of local Challenges –Identifying the native people for involvement-Division of work-Preparation of Plan Chart-Getting approval from local authorities for taking up the work.

UNIT II: SRAMADHAN

Involving of native people - Cleaning - Plantation – Kitchen Gardening – Organic Farming - Construction of rural roads.

UNIT III: ORGANIZATION OF CAMPS

Health Camps - Blood Donation Camps-Immunization Camps – Health – Nutrition – Hygiene-Sanitation – First aid Rules & Regulations.

UNIT IV: LITERACY

Eradication of illiteracy - mother and child care-family life education-gender justice-development of rural cooperatives-savings drives-campaign against social evils.

UNIT V:WATER&DISASTERMANAGEMENT

Watershed management-Wasteland development-Agricultural operations- Disaster Management – Methods of Water Conservation.

Course Outcomes:

At the end of this course, students will able to

1. Understand the rationale and application of the scientific method to behavior, cognition, and emotions.
2. Respect and use critical and creative thinking.
3. Apply psychological principles to personal, social, and organizational issues.

Mode of Evaluation: On Student's Performance