

MADANAPALLE INSTITUTE OF TECHNOLOGY & SCIENCE

MADANAPALLE

(UGC-AUTONOMOUS)

www.mits.ac.in



DEPARTMENT OF MANAGEMENT STUDIES

COURSE STRUCTURE

AND

DETAILED SYLLABI

For the students admitted to

M.B.A. Regular Two Year P.G. Degree Programme from the academic year 2018-19



MASTER OF BUSINESS ADMINISTRATION

VISION AND MISSION OF THE INSTITUTION

Vision

To 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 among the students and making them business leaders with new perspectives, thinking, and ideas.

Mission

M1: Empower students with ability to face real time situations and thereby inculcate the spirit of entrepreneurship

M2: To facilitate industry driven learning amongst students and faculty

M3: To create excellence in various perspectives, dimensions and domains through education

M4: To provide a platform for knowledge creation and dissemination through requisite infrastructure to benefit students, staffs, research community, and society at large

M5: To contribute to the socio - economic development of the society through excellence in research and teaching

PROGRAM EDUCATIONAL OBJECTIVES (PEOs):

The MBA graduates will be able to:

PEO1: Graduates of the programme will have successful careers as managers and business leaders

PEO2: Graduates of the programme will display a sense of professionalism, ethical attitude, effective communication skills, multidisciplinary approach with a strong insight to address socio- cultural issues.

PEO 3: Graduates of the programme will continue to learn and adopt to the changing world of business with a strong focus on R&D

PROGRAM OUTCOMES (POs):

The MBA graduate will have ability to

PO1: Apply knowledge of management theories and practices to solve business problems.

PO2: Foster Analytical and critical thinking abilities for data-based decision making.

PO3: Ability to develop Value based Leadership ability.

PO4: Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO5: Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

PO6: Apply emerging tools, techniques and resources to manage an organization.

PO7: Possess the skills required to integrate concepts from various disciplines to identify and develop business strategies.

PO8: Recognize the need for and have the preparation and ability to engage in independent and life-long learning in the broadest context.

COURSE STRUCTURE AND DETAILED SYLLABI

MASTER OF BUSINESS ADMINISTRATION

MBA - I YEAR I SEMESTER

COURSE CODE	I YEAR I SEMESTER COURSES	L	T	P	C
18MBAP101	Management & Organisational Behaviour	3	0	0	3
18MBAP102	Managerial Economics	3	0	0	3
18MBAP103	Business Environment	3	0	0	3
18MBAP104	Financial Accounting for Managers	3	1	0	4
18MBAP105	Business Law & Regulation	3	0	0	3
18MBAP106	Business Statistics for Managers	3	1	0	4
18MBAP107	Indian Ethos and Business Ethics	2	0	0	2
18MBAP201	Information Technology for Managers (Laboratory)	0	0	4	2
18MBAP202	Personality Development Workshop (Laboratory)	0	0	2	1
18MBAP203	Creativity & Innovation (Laboratory)	0	0	2	1
	Sub Total				26

MBA - I YEAR II SEMESTER

COURSE CODE	I YEAR II SEMESTER COURSES	L	T	P	C
18MBAP108	Financial Management	3	1	0	4
18MBAP109	Marketing Management	3	0	0	3
18MBAP110	Production & Operations Management	3	1	0	4
18MBAP111	Human Resource Management	3	0	0	3
18MBAP112	Business Research Methods using SPSS	2	0	0	2
18MBAP113	Basic Econometrics	2	0	0	2
18MBAP204	Business Research Methods using SPSS (Laboratory)	0	0	2	1
18MBAP205	Basic Econometrics (Laboratory)	0	0	2	1
	Generic Elective – 1(MIS)	3	0	0	3
	Open Elective	3	0	0	3
18MBAP901	Soft Skills (Audit Course)	2	0	0	0
	Sub Total				26

MBA - II YEAR I SEMESTER

COURSE CODE	II YEAR I SEMESTER COURSES	L	T	P	C
18MBAP114	Operations Research	3	1	0	4
18MBAP115	Strategic Management	3	0	0	3
	Generic Elective – 2 (Business Analytics)	2	0	2	3
	Major – I	3	1	0	4
	Major – II	3	1	0	4
	Major – III	3	1	0	4
	Minor – I	3	1	0	4
	Minor – II	3	1	0	4
18MBAP206	Rural Immersions (Practical)	0	0	2	1
18MBAP601	Mini Project/Internship (Practical)	0	0	2	1
	Sub Total				32

MBA – II Year II Semester

Course Code	II Year II SEMESTER COURSES	L	T	P	C
	Generic Elective – 3 (International Business)	3	0	0	3
	Generic Elective – 4 (Entrepreneurship)	3	0	0	3
	Major – IV	3	1	0	4
	Minor – III	3	1	0	4
18MBAP602	Comprehensive Project Work	0	0	8	4
	Sub Total				18
	Grand Total				102

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

LIST OF GENERIC ELECTIVE COURSES

GENERIC ELECTIVE 1	
18MBAP501	Management Information Systems
18MBAP502	Supply Chain Analytics
18MBAP503	E-Commerce and Digital Markets
18MBAP504	Managing Digital Innovation and Transformation
GENERIC ELECTIVE 2	
18MBAP505	Business Analytics
18MBAP506	Data Science using R
18MBAP507	Data Visualization for Managers
18MBAP508	Business Forecasting
GENERIC ELECTIVE 3	
18MBAP509	International Business
18MBAP510	International Trade Laws
18MBAP511	International Marketing Management
18MBAP512	International Labor Laws
GENERIC ELECTIVE 4	
18MBAP513	Entrepreneurship Development& Project Management
18MBAP514	Social Entrepreneurship
18MBAP515	Entrepreneurial Finance for Start-Up Businesses
18MBAP516	Rural Entrepreneurship

LIST OF SPECIALIZATION COURSES

FINANCIAL MANAGEMENT			
MAJOR – I	II –I Semester	18MBAP401	Security Analysis and Portfolio Management
MAJOR – II	II –I Semester	18MBAP402	Financial Derivatives
MAJOR – III	II –I Semester	18MBAP403	Corporate Tax Planning
MAJOR – IV	II –II Semester	18MBAP404	Financial Engineering
MINOR – I	II –I Semester	18MBAP405	International Financial Management
MINOR – II	II –I Semester	18MBAP406	Financial Institution Markets and Services
MINOR - III	II –II Semester	18MBAP407	Strategic Financial Management
HUMAN RESOURCE MANAGEMENT			
MAJOR - I	II –I Semester	18MBAP408	HR Analytics
MAJOR - II	II –I Semester	18MBAP409	International HRM
MAJOR - III	II –I Semester	18MBAP410	Human Resource Planning
MAJOR - IV	II –II Semester	18MBAP411	Talent Management
MINOR - I	II –I Semester	18MBAP412	Industrial Relation and Labour Legislation
MINOR - II	II –I Semester	18MBAP413	Organizational Change and Development
MINOR - III	II –II Semester	18MBAP414	Reward Management
MARKETING MANAGEMENT			
MAJOR - I	II –I Semester	18MBAP415	Digital Marketing
MAJOR - II	II –I Semester	18MBAP416	Retail Management
MAJOR - III	II –I Semester	18MBAP417	Consumer Behavior and CRM
MAJOR - IV	II –II Semester	18MBAP418	Advertisement and Sales Management
MINOR - I	II –I Semester	18MBAP419	Logistics and Supply Chain Management
MINOR - II	II –I Semester	18MBAP420	Brand Management
MINOR - III	II –II Semester	18MBAP421	Services Marketing

STRATEGIC MANAGEMENT			
MAJOR - I	II –I Semester	18MBAP422	Multinational & Transnational strategy management
MAJOR - II	II –I Semester	18MBAP423	Strategic Alliances & networks
MAJOR - III	II –I Semester	18MBAP424	Strategy evaluation & control
MAJOR - IV	II –II Semester	18MBAP425	Green Business management
MINOR - I	II –I Semester	18MBAP426	Managing Innovation
MINOR - II	II –I Semester	18MBAP427	Competing through Business Model
MINOR - III	II –II Semester	18MBAP428	Dynamics of framing & executing strategy
SYSTEMS			
MAJOR - I	II –I Semester	18MBAP429	Data warehousing and Data Mining
MAJOR - II	II –I Semester	18MBAP430	IT Systems Management
MAJOR - III	II –I Semester	18MBAP431	Management of Software Projects
MAJOR - IV	II –II Semester	18MBAP432	IT Consulting
MINOR - I	II –I Semester	18MBAP433	Data Mining for Business Decisions
MINOR - II	II –I Semester	18MBAP434	E- Business
MINOR - III	II –II Semester	18MBAP435	Enterprise Resource Planning

LIST OF OPEN ELECTIVES

Open Electives				
Sl. No.	Course Code	Course Name	Offered by the Department of	Prerequisite Course Code / None
1.	18HUM306	Design Thinking	Humanities	None
2.	18ENG302	Creative Writing	English	None
3.	18ENG303	Effective Public Speaking	English	None
4.	18ME306	Total Quality Management	Mechanical Engineering	None
5.	18HUM305	Introduction to Intellectual Property Rights	Humanities	None

MBA I Year I Semester

18MBAP101 MANAGEMENT AND ORGANIZATIONAL BEHAVIOR

L	T	P	C
3	0	0	3

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; Behavioral 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 – Planning – Making It Effective. Decision Making – Process – Techniques.; 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, Motivation – Concept, Nature and Process, Theories of Motivation: Need Priority Model, Two Factors, Porter and Lawler model

UNIT IV: GROUP BEHAVIOUR

Formation of groups, Group development, Types of groups, Group norms, Cohesiveness, Group effectiveness, Conflict and conflict resolution. Leadership- Leadership competencies, traits, Types, Likert's System theory, Managerial Grid, 2 D and 3D theories, Women Leadership in India.

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.

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:

Upon Successful completion of the course, students will be able to

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, and controlling etc.
3. Emerge as good team players in the organization.
4. Assist them undertake leadership position in future & perform strategical role.
5. Understand the business trends & climate, change management, conflict management, OD.

Text Book:

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,Weihrich 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

MBA I Year I Semester

18MBAP102 MANAGERIAL ECONOMICS

L	T	P	C
3	0	0	3

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. To enable the students to understand 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 what consumer wants: 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, and Optimization techniques:

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.

(Percentages, correlation, regression analysis, trend analysis, simple derivatives)

UNIT III: PRODUCTION ANALYSIS

Production function, Marginal Rate of Technical Substitution, Iso-quants and Isocost, Production function with one/two variables, Cobb-Douglas Production Function - Returns to Scale and Returns to Factors, Economies of scale. Cost concepts, determinants of cost, cost- output relationship in the short run and long run, average cost curves, the concept of opportunity cost, incremental concept, scarcity, Marginalism, Equi-Marginalism, Time perspective, discounting principle, risk and uncertainty.

(Growth rates, exponentials, Power functions, trend analysis, and simple derivatives)

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 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, Break-even analysis.

(Optimization techniques for MC, MR & AC, AR)

UNIT V: 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.

(Index measurements)

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:

Upon Successful completion of the course, students will 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. Identify the Disparities the decision-making process across industries characterized by Market structure (pure Competition, Monopolies, and oligopolies). And
5. Illustrate common pricing strategies, and analyses various profile theories, understand the national economic indicators that impact the business operations

Text Book:

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 Dwivedi, 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

MBA I Year I Semester

18MBAP103 BUSINESS ENVIRONMENT

L	T	P	C
3	0	0	3

Course Prerequisite: None

Course Description:

The Basic objective of this course is to appraise the management students' different aspects of the dynamic business environment. The course content is designed to incorporate the recent development in the business and economic environment.

Course Objectives:

To Provide

1. An overview of the business and economic environment
2. An understanding of different economic systems
3. An understanding of the impacts of globalization on business and economic environment
4. An understanding of how business, economic, and social environments interact
5. An understanding of consumer rights and its implications

UNIT I: OVERVIEW OF BUSINESS ENVIRONMENT

Concept; Meaning; Nature of Business Environment; Business Today; Types of Environment; Competitive, Structures of Industries; Competitor Analysis; Environment- Business Relation; Environmental Analysis, Process; Importance of Environmental Analysis

UNIT II: ECONOMIC SYSTEMS AND POLITICAL ENVIRONMENT

Economic System; Kinds of Economic System; the Flows of Economic Activity; Basic Problems of an Economy and the Role of Government; Political System; Function of State, Classification of Functions of State; Politico-Economic Synthesis

UNIT III: ECONOMIC TRANSITION IN INDIA:

Privatization and Globalization: Introduction; Privatization: Objects, Privatization Routes, Benefits, Criticisms, Conditions for Success; Privatization in India; Privatization Policy; Types & Drawbacks of Privatization; Globalization; Reasons for Globalization; Features & Stages of Globalization; Drawbacks of Globalization; Globalization Impact on Indian Economy

UNIT IV: BUSINESS AND SOCIETY

Social Environment: Poverty and Poverty Alleviation Programs, Labor and Employment, Women in the Workforce, Child Labor, Education, Health, Population and Family Welfare; Corporate Governance; Corporate Social Responsibilities; Business Ethics

UNIT V: CONSUMER RIGHTS, CONSUMERISM AND BUSINESS

Introduction to Consumer Rights; the 8 Consumer Rights; Consumer Responsibility; Consumer Protection in India; Exploitation of Consumers; Plight of the Indian Consumer

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:

Upon Successful completion of the course, students will be able to

1. Understand developments in economic and business environment
2. Understand the impact of changes in economic, business and political environment
3. Understand impacts of globalization on business, political and social environments
4. Understand the synergy between business and society
5. Understand consumer rights and their implications

Text Book:

1. Business Environment, by Fernando, Pearson Education, 2011

References:

1. Business Environment by Saleem Shaikh, Publisher: Pearson Education
2. Business Environment by Justin Paul, Publisher: The McGraw Hill Companies
3. Business Environment by K. Chidambaram and V. Alagappan, Publisher: Vikas Publishing House Pvt. Ltd.
4. The Business Environment by Ian Worthington and Chris Britton, Publisher: P

MBA I Year I Semester

18MBAP104

FINANCIAL ACCOUNTING FOR MANAGERS

L	T	P	C
3	1	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 of 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

UNIT II: - PREPARATION OF FINAL ACCOUNTS

Classification of capital and revenue expenses, Final Accounts – Trading account – Profit and Loss Account and Balance sheet with adjustments.

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

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 Outcomes:

Upon Successful completion of the course, students 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. Analyze and interpret financial statements for a range of users;
5. Computerize accounting system.

Text Book:

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.

MBA I Year I Semester

18MBAP105

BUSINESS LAW & REGULATION

L	T	P	C
3	0	0	3

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 explain the provisions of Indian Partnership Act
3. To understand the provisions of Indian Companies Act;
4. To make the students familiar with the provisions of Goods & Services Tax Act; and
5. To provide knowledge over Information Technology Act.

UNIT I: 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: INDIAN PARTNERSHIP ACT, 1932

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

UNIT III: COMPANIES ACT 2013

Companies Act, 2013: 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: GOODS & SERVICES TAX ACT 2017

GST – Meaning – Salient features of GST - Benefits of GST to Industry, to Government and Consumers - Chronological events that have led to the introduction of GST – Administration of GST in India – Concept of CGST and SGST – Registration procedure under GST – Procedure for Filing of Return under GST

UNIT V:INFORMATION TECHNOLOGY ACT-2000

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 Outcomes:

Upon successful completion of the course, students will be able to

1. Develop a wider perspective on provisions of Indian Contract Act;
2. Understand the provisions of Indian Partnership Act;
3. Learn the provisions of Companies Act;
4. Gain an insight in to the provisions of Goods & Services Act; and
5. Know the provisions of the Information Technology Act

Text Book:

1. N.D. Kapoor, "Business Laws", Sultan Chand Publications, New Delhi
2. Tulsian, P C (2009), "Business Laws," Tata Mc Graw Hill, New Delhi
3. V.S. Datey (2017), "GST Manual", Taxmann 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

MBA I Year I Semester

18MBAP106

BUSINESS STATISTICS FOR MANAGERS

L	T	P	C
3	1	0	4

Course Prerequisite: None

Course Description:

This course presents an overview of the general principles and applications of statistics relevant to management. One of management's key functions is to make decisions. Managers are confronted with ever increasing amounts of information. How can they attempt to assimilate it effectively? For the manager, an understanding of statistics is critically important so that they can figure out what information is relevant and how that information might best be used to achieve their goals. A major emphasis of this course will be the development of skills through practical problem solving. The course is divided into three distinct modules: descriptive statistics, regression analysis and probability distributions. The emphasis of the classes on descriptive statistics is calculation and interpretation of summary statistical measures for describing raw data. Classes on regression analysis are to understand the statistical methodology for prediction and forecasting. Finally the sessions on probability are designed to provide the background for executing and interpreting hypothesis tests.

Course Objectives:

1. To enhance the knowledge of differentiation and matrix techniques to the solution of simple problems in business and management sciences.
2. To develop the analytical skills to solve different problems in business management.
3. To develop an ability to analyze and interpret the bi-variate data for providing meaningful information in making management decisions
4. To introduce the concept of probability and its importance in uncertainty situations of business decisions.
5. To excel the ability to apply probability distributions for data analysis in a business management

UNIT I: MATRICES AND DIFFERENTIATION

Matrices: Types of Matrices, operations on matrices, adjoint of matrix, inverse of a matrix, Solution of Simultaneous Linear Equations- Inverse methods and Cramer's rule.

Differentiation: Derivatives of a function, derivatives of sum, difference, product and quotient, applications of differentiation in economic and managerial problems like marginal analysis, elasticity, Maxima and Minima- Concept and uses.

UNIT II: MEASURES OF CENTRAL TENDENCIES AND DISPERSION

Statistics: Meaning and Definition of Statistics, Role of Statistics in Management Decisions.

Measures of central tendency: Arithmetic Mean, Geometric Mean, Harmonic Mean, Median and Mode.

Measures of Dispersion: Range, Quartile Deviation, Mean Deviation, Standard Deviation and Coefficient of Variation. Karl Pearson's coefficient of Skewness and Bowley's Coefficient of Skewness.

UNIT III: CORRELATION & REGRESSION

Correlation: 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

Probability: Introduction to probability definitions of probability, addition law on probability, conditional probability, multiplication theorem and independence of events, Baye's theorem.

Random variables: Types of random variables, discrete probability functions, 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 in Business Management.

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:

Upon Successful completion of the course, students will be able to

1. Identify and interpreting business-related problems. Converting those identified requirements to a quantitative styled model and finds the solutions.
2. Understand the need to solve a variety of business-related problems using descriptive statistics.
3. Analyze the problems of management & industry using the techniques of Correlation and Regression concepts.
4. Get the knowledge of applying Probability & Random Variables in solving real time problems related to uncertainty in management.
5. Develop statistical way of thinking to solve the problems in managerial decision making.

Text Book:

1. Business Statistics, S.P.Gupta and M.P.Gupta, Sultan Chand &Co.
2. Business Statistics, J.K.Sharma, Pearson's Education

Reference Books:

1. Anderson, Statistics for Business & Economics, 9th edition, Cengage Learning, India
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.

MBA I Year I Semester

18MBAP107

INDIAN ETHOS AND BUSINESS ETHICS

L	T	P	C
2	0	0	2

Course Prerequisite: None

Course Description:

This course acquaints the students with Indian ethos and ethics in Business Management.

Course Objectives:

- 1 To impart Indian ethos from Indian historical perspectives.
- 2 To discuss Indian heritage in business management.
- 3 To understand contemporary leadership approaches and cosmic laws Karma, creation, Humility, Growth, Responsibility and Connection
- 4 To explain theories and approaches of ethics.
- 5 Discuss ethics in business

UNIT I: INTRODUCTION

History & Relevance, Principles Practiced by Indian Companies, Role of Indian Ethos in Managerial Practices, Management Lessons from Vedas, Mahabharata, Bible, Quran, Kautilya's Arthashastra,

UNIT II: INDIAN HERITAGE IN BUSINESS, MANAGEMENT

Production and Consumption. Ethics v/s Ethos , Indian v/s Western Management, Work Ethos and Values for Indian Managers- Relevance of Value Based Management in Global Change- Impact of Values on Stakeholders, Trans-Cultural Human Values, Secular v/s Spiritual Values , Value System in Work Culture, Stress Management-Meditation for mental health, Yoga,

UNIT III: LEADERSHIP AND COSMIC LAWS

Contemporary Approaches to Leadership- Joint Hindu Family Business–Leadership Qualities of Karta, Indian Systems of Learning-Gurukul System of Learning , Advantages- Disadvantages of Karma, importance of Karma to Managers-Nishkama Karma- Laws of Karma, Law of Creation- Law of Humility- Law of Growth- Law of Responsibility- Law of Connection-Corporate Karma Leadership.

UNIT IV: THEORIES AND APPROACHES OF ETHICS

Understanding the need for ethics, Ethical values, myths and ambiguity, ethical codes, Ethical Principles in Business; Theories of Ethics, Absolutism verses Relativism, Teleological approach, the Deontological approach, Kohlberg's six stages of moral development (CMD), Managing EthicalDilemma;

UNIT V: ETHICS IN BUSINESS

Characteristics, ethical decision making, ethical reasoning, the dilemma resolution process; ethical dilemmas in different business areas of finance, marketing HRM and international business, Ethical Culture in Organization, Developing codes of Ethics and conduct, Ethical and value based leadership. Role of scriptures in understanding ethics, Indian wisdom & Indian approaches towards business ethics

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:

Upon Successful completion of the course, students will be able to

- 1 Learn Indian ethos from Indian historical perspectives.
- 2 Explain Indian heritage in business management.
- 3 Understand contemporary leadership approaches and cosmic laws Karma, creation, Humility, Growth, Responsibility and Connection
- 4 Explain theories and approaches of ethics.
- 5 Apply ethics in business.

Text Book

Chakraborty, S.K.: Foundations of Managerial Work – Contributions from Indian Thought, Himalaya Publishing House, Delhi 1998.

Reference books:

1. Chakraborty, S.K.: Ethics in Management: Vedantic Perspectives, Oxford University Press, Delhi 1995.
2. Boatright, John R: Ethics and the Conduct of Business, Pearson Education, New Delhi 2005.
3. Kumar, S. and N.K.Uberoi: Managing Secularism in the New Millenium, Excel Books 2000.
4. Griffiths, B: The Marriage of East and West, Colling , London 1985.
5. Trevion and Nelson: Managing Business Ethics, John Wiley and Sons, 1995.
6. Bhaskar R.K : Man Management: A Value Based Management Perspectives, Sri Satya Sai Students and Staff Welfare Society, 2011

MBA I Year I Semester

18MBAP201

INFORMATION TECHNOLOGY FOR MANAGERS

L	T	P	C
0	0	4	2

Course Prerequisite: None

Course Objectives:

1. To provide basic understanding of applications of information technology
2. To provide hands on experience to students in using computers for data organization and addressing business needs.
3. To provide knowledge on application of Excel in real business data
4. To provide knowledge on application of various word techniques in real business scenario.
5. To provide knowledge on application of various powerpoint techniques in real business scenario.

UNIT I: STUDY OF EVOLUTION OF COMPUTERS

Generations–Assembling&DisassemblingofComputerComponents,ComputerNetworks–Applications ofcomputersinManagement–Internet,E-Commerce,E-Business.

UNIT II: MS-WORD

CreationofDocument– FormatDocument-Texteditingandsaving– Organizinginformationwith tables andoutlines-Mailmerge,Macros,InsertingMathematicalFormulas– Publishingdocuments onWeb

UNIT III: MS-POWERPOINT

MS PowerPoint– Creationofslides– Useoftemplatesandslidedesignsforcreating powerpoints slides-useofdrawingsandgraphics.Developing aProfessionalpresentationon BusinessPlans,Institutions,Products,Peopleetc.

UNIT IV: MS-EXCEL BASICS

Creatingandeditingworksheets– CellFormatting– Creatingandusingformulasandfunctions-Use ofMacros–Sortingandqueryingdata-Working withgraphsandcharts.

UNIT V: MS-EXCEL ADVANCED

Filters, V-lookup, Offset Function,DataAnalysiswith StatisticalTools–VLOOKUP, H-lookup, Sum, Average, Max, Min, Match, IF functions, OR functions, Round functions, Time functions, Pivot Tables, Convert function

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:

Upon Successful completion of the course, students will be able to

1. Identify Computer Hardware Components
2. Assemble and Disassemble Computer Components
3. Create Attractive Documents
4. Make Effective powerpoint Presentations
5. Process Data and Perform Various Mathematical & Statistical Operations Using MS-Excel

Text Book:

Peter Norton, Introduction to Computers and Communications, -Sixth Edition- Tata McGraw Hill, 2009

Reference Books:

1. V. Rajaraman, Introduction to Information Technology, Prentice Hall India, 2008
2. George, SPSS for Windows Step by Step, 6/e, Pearson Education, 2009
3. Cox et al, 2007 Microsoft Office System Step-by-Step, First Edition, PHI, 2007.
4. Winston, Microsoft Office Excel 2007 Data Analysis and Business Modeling, First Edition, Prentice Hall India, 2007.
5. David Whigham, Business Data Analysis Using Excel, First Edition, Oxford University

MBA I Year I Semester

18MBAP202

PERSONALITY DEVELOPMENT WORKSHOP

L	T	P	C
0	0	2	1

Course Description:

In today's work scenario, personality development is the most important facet that any professional must work on. This course will help the participants in understanding the various aspects of personality and its need. It will also help in developing creative thinking, 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

Time management and creative thinking

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

Activity 2: Personal Time Survey

Activity 1: Innovative product

Activity 2: Seminars of creative topics

UNIT II: PRESENTATION SKILLS AND STRESS MANAGEMENT

Activity 1: Seminars

Activity 2: Stress management exercises; Hopes & Fears – Establishing Aims & Objectives, Time Management skills, Fact sheet/work sheet on stress- coping with stress, Relaxation exercises

Etiquettes and role plays:

Activity 1 Email Etiquette, Office Etiquette

Activity 2 Telephone Etiquette, Dining Etiquettes

Activity 1 Great personalities, Managers, Film Heroes, Heroines, Politicians, CEO's,

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 MBTI, TAT

MBTI (Type Focus) Activity

The Interview

UNIT V: PERCEPTION- IMPRESSION MANAGEMENT-DISTORTIONS

Activities: Discussion Forum

Activity: Exploring Narratives

Activity: Perception-Checking Practice

Activity: Impression Management

Interviewing skills & conversation skills:

Activity 1 Resume Preparation, Difference between Resume and CV, Self-Introduction

Activity 2 Technical round, Finishing School (Group Discussion & HR Round)

Activity 1 Dos and Don'ts Conversation Skills

Activity 2 Debates, Discussions, Arguments, Yes or No Games,

Course Outcomes:

Upon Successful completion of the course, students will be able to

1. communicate fluently
2. Design effective presentations
3. Build efficient teams
4. Write effective reports
5. Handle and overcome stress

Text Book:

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
3. **E.H. McGrath S.J**, Basic Management skills for all, PHI
4. Managing Time (20-Minute Manager) Paperback – 17 Jul 2014, by Harvard Business Review, Kindle Ed.
5. **Edgar Thorpe**, Showick Thorpe, Winning at Interviews.
6. Personality Development, Elizabeth. B. Hurlock, Tata McGraw-Hill Publishing Company Ltd.,

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
7. S. Anandamurugan, Placement Interviews: Skills for Success Paperback – 20 May 2011 by
8. (Author)
9. Mark Mc Guinness, Time Management for creative people Manage the mundane-create the
10. extraordinary -www.wishfulthinking.co.uk/blog-First published on [www.business of designonline.com](http://www.businessofdesignonline.com)
11. www.designonline.com
12. Johnson O'Connor, Understanding Your Aptitudes, Research Foundation,
13. http://www.jocrf.org/Understanding_Your_Aptitudes.pdf
14. Sandy Green, Role Play, Published by David Fulton Publishers ltd
15. The Little Book of role Play: Little books with big ideas by sally feather
16. [stonehttp://www.amazon.com/The-Little-Book-Role-Play/dp/190223362X](http://www.amazon.com/The-Little-Book-Role-Play/dp/190223362X)
17. B. Yabrah h. Maslow, Robert Frager, James Fadiman, Cynthia Mcreynolds, Ruth lox, Motivation
18. and Personality, 3rd edition
19. Thorpe Showick., DevakarGoel, Winning of Interviews-MBA

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>

MBA I Year I Semester

18MBAP203

CREATIVITY AND INNOVATION

L	T	P	C
0	0	2	1

Course Prerequisite: None

Course Description:

How can we prepare ourselves to be leaders of innovation? Which tools can we use to generate ideas? How can we test our ideas? Actual business context requires a degree of adaptation to change which requires the acquisition of new skills and abilities to seize opportunities and improve productivity and economic performance. This course deals with the study of innovation. Students are expected to understand and identify strategies to promote ideas on innovative products or services and necessary actions to implement them successfully. It also seeks to promote entrepreneurial culture.

Course Objectives

1. Explain the concept of innovation, its components and its importance for the company and organizations in general.
2. Explain a practical framework for the design and implementation of a systematic innovation strategy.
3. Explain to incorporate adequate tools for formulation of a business model and plan.
4. Explain to connect the theoretical issues with the concrete reality through work on actual experiences of companies that have a culture in innovation and studying successful study cases.
5. Develop business proposal.

UNIT I: THE CONCEPT OF INNOVATION

The concept of innovation, Defining innovation, Differences between invention and innovation, Product innovation and process, Radical and incremental innovation Technological innovation, commercial or organizational Innovation indicators, Characteristics of innovation in different sectors, Innovation in India

UNIT II: ECONOMICS AND MANAGEMENT OF INNOVATION

Main literature Schumpeter and creative destruction, The evolutionary theory of Nelson and Winter, The model of the dynamic capabilities of David Teece, Porter and competitive advantages: the model of the five competitive forces or extended rivalry, The value chain, Drucker and the systematic innovation, The role of von Hippel user Rodgers and the innovations diffusion Speed Adoption.

UNIT III: INNOVATION AND KNOWLEDGE

Tacit and explicit knowledge, Knowledge as a public good, National Innovation System. Regional Innovation System. Joint state, private sector, science and technology sector: the model of the triple helix Innovation and regional development, The R & D system in India.

UNIT IV:INSTRUMENTS

Innovation as a systematic practice, Key elements in managing innovation, Learning Cycle, The roles of the innovator, The generation of ideas: brainstorming, Creativity Business model: vs classical approach. Current focus, the evolution of the business model, the Business Model Canvas by Alex Osterwalder, Principles and applications Business Plan

UNIT V:INNOVATION AND ENTREPRENEURSHIP

The entrepreneur Profile analysis, behaviour and motivations, Lean Start – up, The entrepreneurial ecosystem, Entrepreneurs and strategic decisions

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

Upon Successful completion of the course, students will be able to

1. Understand the concept of innovation, its components and its importance for the company and organizations in general.
2. Learn to develop a practical framework for the design and implementation of a systematic innovation strategy.
3. Learn adequate tools for formulation of a business model and a business plan.
4. Connect the theoretical issues with the concrete reality through work on actual experiences of companies that have a culture in innovation and studying successful study cases.
5. Develop their own business venture.

Text Book:

1. Fourth Eye: Excellence Through Creativity - A Fresh Approach to Effective Management of Individual, Organizational and Social Creativity Paperback by Pradip N. Khandwalla (Sage publications)
2. Corporate Creativity: The Winning Edge (Tata McGraw Hill)

References:

1. C.K Prahalad and MS Krishnan: New Age of Innovation (Tata McGraw Hill)
2. Shlomo Maital and D.V. Seshadri: 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)
6. Etzkowitz, H. y Leydesdorff, L. (2000) “The dynamics of innovation: From national systems and “Mode 2” to a Triple Helix of university government - industry relations” Research Policy 29: 109 – 123
7. Osterwalder, A and Pigneur, Y; Business Model Generation, Alexander Oster & Yves Pigneur Publishers’, 2009.
8. Ries, E; The Lean Startup, Crown Business, New York, 2011.
9. Rogers, E, M. (1995) Diffusion of innovations. Free Press: NY. 1-37.
10. Schumpeter, Joseph, (1978), Teoría del Desarrollo Económico, FCE, México.

11. Teece, T.C. Pisano, G. y Shuen, A. (1997) "Dynamic capabilities and strategic management" *Strategic Management Journal*, Vol18.
12. Tidd, J and Bessant, J; *Managing Innovation. Integrating technological market and organizational change*. 4ª Edición, 2009.
13. Von Hippel, E (2005) *Democratizing Innovation*. MIT Press: Cambridge, Massachusetts.
14. Von Hippel, E. (1976) "The dominant role of users in the scientific instrument innovation process" *Research Policy* 5: 212 -239.

MBA I Year II Semester

18MBAP108

FINANCIAL MANAGEMENT

L	T	P	C
3	1	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

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:

Upon Successful completion of the course, students will be able to

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 Book:

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

MBA I Year II Semester

18MBAP109

MARKETING MANAGEMENT

L	T	P	C
3	0	0	3

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 (**Market Segmentation- Cluster Analysis Research Problems**): 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 (**Conjoint Analysis-Research Problems**), 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 & Market Testing

UNIT III: PRICING STRATEGY & Marketing Research

Objectives of pricing, methods of pricing (**Simple Problems on Pricing Methods**), 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 Objectives, Sales force structure and size, Sales force Compensation, Sales force and sales agency – Advantages and disadvantages (**Sales Funnels Problems**).

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

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 (**Advertising Metrics Simple Problems**) Word of mouth - Public relations and Direct Marketing, Introduction to Digital Marketing Concepts, 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:

Upon Successful completion of the course, students will be able to

1. Explain the major concepts in the functional areas of marketing and management.
2. Knowledge of social, legal, ethical and technological forces on marketing decision-making.
3. Appreciation for the global nature of marketing.
4. Ability to develop marketing strategies based on product, price, place and promotion objectives.
5. Ability to apply knowledge and skills to real-world problems.

Text Book:

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

MBA I Year II Semester

18MBAP110

PRODUCTION AND OPERATIONS MANAGEMENT

L	T	P	C
3	1	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. The course engages students with tools used in production operations management and explains the recent trends in quality management
2. Explain the historical development of Production operations management
3. Enable facility planning
4. Plan and manage production and output
5. Manage quality

UNIT I:INTRODUCTION TO OPERATIONS MANAGEMENT

History of operations management, strategic importance of Operations Management; decisions in operations: products and service, process and technology, Capacity and facilities, human resources, quality, and sourcing. Tools of decision making decision in operations using excel

UNIT II:PRODUCT DESIGN

Idea generation, feasibility study, Form Design, functional Design, final design and process plans, design teams, design for manufacturability, DFMA, Metrics for design quality, Quality function deployment, computer aided design

UNIT III: PROCESS DESIGN

Types of processes: Projects, batch production, Mass Production, continuous production, Process selection with break-even analysis, Make or buy Design, Process plans, Process analysis. Job sequencing algorithms – Johnsons rule, Hungarian method etc.

UNIT IV:FACILITIES

Facility location, Layouts – process, product, fixed position layouts; designing process layout: block diagramming, relationship diagramming, computerized solutions; Service layouts: designing a service Layouts, Shared spaces, Line balancing, computerized line balancing; Hybrid Layouts – Cellular, flexible manufacturing systems, Mixed model assembly lines

UNIT V: QUALITY MANAGEMENT

Forecasting, inventory management, JIT, Scheduling, QualityManagement: statistical Process control, TQM – cost of quality, relationship to profitability, quality improvement: Kaizen approach; Human Resource management in operations, work measurements – work study, time study

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:

Upon Successful completion of the course, students will be able to

1. Apply the decision-making tools and methods for operations management
2. Apply product design tools such as DFMEA and CAD software for product design
3. Understand the different production methods and design process appropriately
4. Use facility planning tools to optimize space and cost of operations
5. Assess the Quality Management Practices of a Business and Take Corrective Measures.

Text Book:

Operations Management by Roberta S. Russell and Bernard W. Taylor (III); Pearson Education, 2003 edition.

Reference books

- 1 R. Panneerselvam, Production & Operations Management, PHI
- 2 S.N. Chary, Production & Operations Management, TMH
- 3 Shailendra Kale, Production and Operations Management, McGraw Higher Ed
- 4 Operations Management, Arun Kumar and N. Meenakshi, Cengage Learning
- 5 K.C. Jain, Production and Operations Management, Wiley India.

MBA I Year II Semester

18MBAP111

HUMAN RESOURCE MANAGEMENT

L	T	P	C
3	0	0	3

Course Prerequisite: None

Course Description:

To introduce the students the fundamental of Human Resource Management and it's various Interventions that facilitate organization in harnessing its performance

Course Objectives:

1. To provide 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 industrial relation

UNIT I: BASICS OF HUMAN RESOURCES MANAGEMENT

Concept, Nature and scope of Human Resource Management, Functions, HR profession and HR Department; HR as competitive advantage, Emerging trends of HRM in domestic and global economy: HR Outsourcing, Employee Engagement. Diversity Management – HR issues in Mergers and Acquisitions.

UNIT II: HUMAN RESOURCES PROCUREMENT

Job Analysis – Job Description and Job Specification, Recruitment: Concept, Objective, Process; Selection Procedure; Mobility of employees – Promotion and Transfer: Basis and types, Employee Separations.

UNIT III: HUMAN RESOURCE DEVELOPMENT

Induction- Concept, importance and coverage and Placement; Training and Development- Concept and Process- Training Need Assessment, Training Program Design, Training Program Implementation, Evaluation of Training Programmes; Performance Management – objectives, uses and methods; Career Management: Career stages, anchors and Process.

UNIT IV: HUMAN RESOURCE MAINTENANCE

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

UNIT V: HUMAN RESOURCE MEASUREMENT AND INDUSTRIAL RELATIONS

Human Resource Accounting, Human Resource Audit; Industrial Relation system in India – Definition, scope, objectives and significance, Trade Union and Trade Union Act 1926; Industrial Dispute Act 1947.

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:

Upon Successful completion of the course, students will be able to

1. Learn the basics of Human Resource management
2. Understand the various aspects of HR Procurement and employee mobility
3. Learn the need for Human Resource Development interventions
4. Understand the motivational issues in HRM
5. Understand Human Resource Measurement and industrial relation system in India

Text Book:

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 Noel 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.

MBA I Year II Semester

18MBAP112

BUSINESS RESEARCH METHODS USING SPSS

L	T	P	C
2	0	0	1

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, report writing, and presentation. Further, it introduces fundamental concepts and methods of statistics and mathematics, and specifically develops students' knowledge and skills in collecting, describing, summarising, and presenting statistical data using SPSS. 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 allow the students to grasp and comprehend the technologies and techniques used in research and provide with the knowledge and skill to undertake research;
- 3 To have a general understanding of collection and analysis of data in a research;
- 4 To familiarize the student with Statistical Methods using SPSS; and
- 5 To explain the process of preparing and submitting a research report

UNIT I:INTRODUCTION TO BUSINESS RESEARCH

Business research – Definition -Types of Research - Role of Business Research in Managerial Decisions - Scientific Investigation, Deduction and Induction. The Language of Research - Information needs of Business – Commonly used Technologies in Business Research such as Groupware, Neural Networks, CAM, CAD, ERP, SPSS - Ethics in Business Research.

UNIT II:RESEARCH PROCESS AND FUNDAMENTALS OF SPSS

Problem Identification - Preliminary Data Gathering - Literature Survey – Theoretical Framework- Sampling, Hypothesis Development - Types of Research Designs: Exploratory, Descriptive, Experimental Designs and Case Study - Measurement of Variables - Rating Scales- Ranking Scales- Reliability and Validity- Introduction to SPSS – Data Coding, Retrieving - An overview of Descriptive Statistics – Mean, Median, Mode and Bar Diagrams, Pie-Diagram, and Histograms.

UNIT III: 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 IV: TOOLS OF ANALYSIS

Chi-Square Test for Goodness of Fit, Chi-Square Test for Independence of Attributes -Factor Analysis – Reliability and Correlation (Spearman and Karl Pearson)

UNIT V: RESEARCH REPORT WRITING

Research Report: Research Reports-Components-Title Page - Table of Contents - Executive Summary - Introductory Section - Body of the Report - Conclusion of the Report- References- Appendix - Guidelines for Preparing a Good Research Report Oral Presentation- 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:

Upon successful completion of the course, students will be able to

- 1 Understand the basics of business research and use the various technologies in Business Research
- 2 Prepare methodology for pursuing research
- 3 Design a structured Questionnaire and administer for the collection and analysis of data
- 4 Students will be able to understand the layout and interface of SPSS and analyse data and work together to statistically, analyse and infer from the data.
- 5 Prepare and submit the Report

Text Book:

- 1 Uma Sekaran, Research Methods for Business–A Skill Building Approach, John Wiley & Sons (Asia) Pte.Ltd, Singapore, 2003.
- 2 Shiv Kumar Practical Statistics, Sultan Chand & Co.
- 3 S.P.Gupta and M.P.Gupta , Business Statistics, Sultan Chand &Co.

References:

1. Donald R Cooper and Pamela S Schindler, Business Research Methods, 9/e,Tata McGraw-HillPublishing Company Limited, New Delhi, 2009
2. William G. Zikmund, Business Research Methods, 7/e, Cengage, 2008.
3. J.K.Sharma, Business Statistics, Pearson’s Education.
4. S.C.Gupta & V.K.Kapoor Fundamental of Applied Statistics, Sultan Chand & Co

MBA I Year II Semester

18MBAP113

BASIC ECONOMETRICS

L	T	P	C
2	0	0	2

Course Prerequisite: None

Course Description:

Basic Econometrics is to familiarize the students the basics of theory and application of econometric models. The course focuses on techniques for estimating regression models, understanding and interpreting relations among economic variables which have a direct impact on world economic scenario and in formulating and testing microeconomic and macroeconomic hypotheses.

Course Objectives:

1. To familiarize students with the basic concepts of econometrics
2. To understand the basis of probability and statistics
3. To help students to learn the theoretical aspects of simple and multivariate regression analysis
4. To construct econometric models
5. To introduce E-views for financial econometric modelling

UNIT I: INTRODUCTION TO ECONOMETRICS

Definitions, Importance and scope of econometrics; Mathematics Vs Statistics Vs Econometrics; the methodology of econometric research; Univariate Statistics. Bivariate Statistics Specification and estimation of an econometric model; Basic concepts of estimation; Desirable properties of estimators; Unbiasedness, efficiency. Consistency and sufficiency.

UNIT II: SIMPLE REGRESSION ANALYSIS AND THEORETICAL DISTRIBUTION

Statistical vs. deterministic relationships; correlation and regression; Coefficient of determination; Estimation of an equation. Bivariate Econometric Modelling; Trivariate Econometric Modelling; Multivariate Econometric Modelling

UNIT III: ESTIMATION THEORY

OLS method –Assumptions –Gauss-Markov Theorem; Testing of regression coefficient; Test for regression as a whole, coefficient of determination, t test, ANOVA, F test. Problem of heteroscedasticity; Auto correlation (first order); multicollinearity--- their consequences, Lags in econometric models—concepts;

UNIT IV: TIME SERIES ANALYSIS

Basics of Time Series; Box - Jenkins Methods; Error Measurements; Univariate Time Series Modelling; Unit Root Test; Cointegration Test; Causality Test.

UNIT V: VOLATILITY MODELLING

ARM and MAM - ARIMA- ARCH/ GARCH - EGARCH/ TGARCH

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:

Upon Successful completion of the course, students will be able to

1. The students will be able to have an overview of econometric methodology
2. The students will be able to conduct research surveys through multiple regression and multiple correlation
3. They will be able to apply econometric techniques to investigate issues in economic theory
4. They will be able to use E-Views software
5. Able to estimate volatility

Text Book:

1. Damodar Gujarati – “Basic Econometrics”., McGraw - Hill, 2007.
2. Joseph F. Hair Jr, William C. Black, Barry J. Babin & Rolph E Anderson – Multivariate Data Analysis -7th Edition Pearson
3. Koutsoyiannis A. –“Theory of Econometrics”.
4. William.H. Greene –“Econometric Analysis”.

References:

1. Greene W.H. – “Econometric Analysis”. Prentice Hall int. 5th ed., and earlier editions. 2003.
2. Dougherty, Christopher. “Elements of econometrics”. Study Guide. University of London, 2004.
3. Lawrence Klein. – “An Introduction to Econometrics”.Prentice Hall Inc., Englewood Cliffs. New Jersey.

MBA.I Year Semester – II

18MBAP204 BUSINESS RESEARCH METHODS WITH SPSS (Lab)

L	T	P	C
0	0	2	1

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

Bar Diagrams and Pie-Diagram, Histogram, Frequency Polygon and Frequency Curve, Ogive Curves

UNIT-II: CORRELATION & REGRESSION

Computing Correlation Coefficient & Coefficient of Determination for Bivariate Distribution., Computing Simple Linear Regression, Computing Multiple Linear Regression

UNIT-III: LARGE SAMPLE TESTS

Z-test for a Single Mean, Z-test for a Difference of Means, One Sample Test for Proportion, Two Sample Test for difference of Proportions

UNIT-IV: SMALL SAMPLE TESTS

Chi-Square Test for Goodness of Fit, Chi-Square Test for Independence of Attributes, t-Test for Single Mean, t-Test for Difference of Means, Paired t-Test

UNIT-V: APPLICATIONS OF F-TEST

F-Test for Equality of two Population Variances, ANOVA-One-Way Classification, 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 Book:

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

18MBAP205

BASIC ECONOMETRICS (LAB)

L	T	P	C
0	0	2	1

Course Prerequisite: Basic Econometrics Theory

Course Description: To provide the students hands on experience with application of econometric models in various functions of business. The course focuses on providing practical aspects for estimating regression models, basic time series models and volatility estimation.

Course Objectives:

1. To provide the students hands-on experience with basic techniques of econometrics
2. To introduce econometric software for econometric modelling and estimation
3. To help students to learn the practical aspects of simple and multivariate regression analysis
4. To estimate and interpret time series models
5. To learn the practical aspects of volatility modelling

UNIT I: ESTIMATION OF UNIVARIATE AND BIVARIATE STATISTICS

Estimation of univariate and Bivariate statistics -Measure of Central Tendency- Mean- Median- Mode –Kurtosis – Skewness- Percentiles – Quartiles- Measures of variation- Range Inter quartile range– Coefficient of Variation--Standard deviation- Correlation analysis.

UNIT II: SIMPLE AND MULTIPLE REGRESSION ANALYSIS

Estimation of simple and multiple regression Model construction and testing-Overcoming the problems in the estimation of regression equation- heteroscedasticity; Auto correlation (first order); multicollinearity. Test for regression, coefficient of determination, t test, ANOVA, F test.

UNIT III: ECONOMETRIC MODEL SPECIFICATION

OLS method –Assumptions –Model specification- Choosing a functional form and correct independent variables- omitted and irrelevant variables- specification criteria-searches – Stepwise regression procedures.

UNIT IV: TIME SERIES ANALYSIS

Univariate Time Series Modelling; Unit Root Test; Cointegration Test; Causality Test.

UNIT V: VOLATILITY MODELLING

Estimation of ARM and MAM - ARIMA- ARCH/ GARCH - EGARCH/ TGARCH models.

Course Outcomes:

Upon Successful completion of the course, students will be able to

1. Interpretation of descriptive statistics
2. Choose the appropriate econometric model for empirical analysis
3. Apply the simple and multiple regression models
4. Use Unit Root Test; Cointegration Test; Causality Test
5. To estimate volatility of asset prices by using GARCH Methods

Note: Laboratory Experiments can be done by using E-Views/STATA/GRETL/MS-EXCEL

Text Book:

1. Bhaumik, S. K. (2015). Principles of Econometrics: A Modern Approach Using EViews. Oxford University Press.
2. Agung, I. G. N. (2011). Time series data analysis using EViews. John Wiley & Sons.
3. Adkins, L. C. (2014). Using GRETL for Principles of Econometrics, Version 1.0411. Oklahoma State University, Oklahoma, USA.

References:

1. Brooks, C. (2014). Introductory Econometrics for Finance. Cambridge university press.
2. Baum, C. F., & Christopher, F. (2006). An Introduction to modern econometrics using Stata. Stata press.

MBA II Year I Semester

18MBAP114

OPERATIONS RESEARCH

L	T	P	C
3	1	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 use for managerial decision making.

Course Objective:

1. To provide the students with significance of Operations research and the use of linear programming for optimal decision making
2. To understand transportation and assignment algorithm for making optimize allocation related decisions
3. To comprehend the methods used for solving game theory and making decision under competitive environment
4. To familiarize students with various types of simulation & Replacement methods used for better business decisions
5. To provide the students with project management & queuing theory methods used for optimising managing projects and queuing system

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 Linear Programming Problem. Data using 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 & DECISION THEORY

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.

Decision theory: Introduction, Process, Types of Decision-Making environments-certainty, risk, uncertainty, Decision tree analysis.

UNIT IV: REPLACEMENT MODELS & SIMULATION

Introduction to Simulation, types of 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

Network 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. Know the allocation of scarce resources to competing activities based on optimality.
2. Describe transportation and assignment algorithms for optimal resource allocation in business conditions.
3. Apply Game theory algorithms and decision theory to identify optimum strategies in competitive environment.
4. Simulate business events for forecasting and understand replacement policy
5. Use project management methods to accomplish projects and analyse the variety of performance measures of a queuing system

Text Book:

J K Sharma, Operations Research: Theory and Practice, Macmillan Publishers India Ltd, 5th Edition, 2013

References:

1. KantiSwaroop, Gupta P.K. Man Mohan, “Operations Research”, Sultan Chand and Sons
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.
5. Michael W. Carter, Camille C. Price, Operations Research, CRC Press.
6. Jeffrey Strickland, "Operations Research using Open-Source Tools" Lulu Press, US.
7. A. Ravi Ravindran, "Operations Research and Management Science Handbook", CRC Press, Taylor & Francis Group.

L	T	P	C
3	0	0	3

Course Prerequisite: None

Course Description:

The course imparts the students with an overview of Strategic Management process and also it develops the skills required to formulate and evaluate the strategies required for organizations.

Course Objectives:

1. To enable students to define and frame objectives, vision and mission for organizations.
2. To discuss various tools and 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 I: INTRODUCTION:

Concept and Role of Strategy; The Strategic Management Process; Approaches to Strategic Decision Making; Strategic Role of Board of Directors and Top Management; Strategic Intent; Concept of Strategic Fit, Leverage and Stretch; Global Strategy and Global Strategic Management; Strategic flexibility.

UNIT II: 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 III: STRATEGY FORMULATION

Strategic options at Corporate Level –Growth, Stability and Retrenchment Strategies; Corporate Restructuring Strategic options at Business Level and at functional level- Strategies for emerging industries- maturing- declining industries, fragmented industries- hyper –competitive industries and turbulent industries-offensive-defensive strategies.

UNIT IV STRATEGY IMPLEMENTATION:

Interdependence of Formulation and Implementation of Strategy; Issues in global strategy implementation-Planning and allocating resources; Organization Structure and Design; Budgets and support system commitment; culture and leadership. Strategy evaluation and control.

UNIT V: 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 Reasons and process of firms internationalization; Multi-country and global strategies; Outsourcing strategies

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:

Upon Successful completion of the course, students will be able to

1. Apply knowledge acquired during the course to develop clear objectives, vision and mission for organizations.
2. Apply various tools and techniques of strategic analysis as appropriate
3. Formulate strategy to address organization's needs.
4. Implement Strategy for organization's success.
5. Evaluate and appraise strategies before and after implementation.

Text Book:

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, Sukul Lomash, P.K. Mishra, Vikas, 2009

GENERIC ELECTIVES

18MBAP501

MANAGEMENT INFORMATION SYSTEM

L	T	P	C
3	0	0	3

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 Objectives:

1. The students will understand the basic system concepts and Management of Information System and utility of the systems for the managerial decisions.
2. The students will be known database Approach to improve business and decision-making process.
3. The students will understand the system development life cycle and method.
4. Enable the students analyze various method of communications in decision making process.
5. Enable the students analyze 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

UNIT II 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 III: MIS DEVELOPMENT PROCESS

System development – System Life cycle method Structured Development method, and prototype method – Software development.

UNIT IV: 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 V: SYSTEM AUDIT

Verification and Validation. 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

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:

Upon Successful completion of the course, students will be able to

1. Integrate into business situations and relevant to Management information systems
2. 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. Understand how MIS aspects practiced, hardware and software to the hiring of technology personnel and managers
5. understand the moral dimension of information system use MIS for competitive advantage

Text Book:

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, Gordon B. Davis & Margrethe H. Olson, Tata McGraw- Hill, 2006.
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.
8. Management Information Systems, Text & Applications C.S.V. Murthy, Himalaya Publishing House.

18MBAP502

SUPPLY CHAIN ANALYTICS

L	T	P	C
3	0	0	3

Course Prerequisite: None**Course Description:**

This course introduces the students to development of theoretical foundation for building forecasting models incorporating power of predictive analytics and the trends and autocorrelation patterns identified from historical data. Secondly, it teaches the students how use these models on point-of-sale information to build demand forecasts as an aggregation of models across the enterprise, and finally it tells them how to use the developed predictive dynamic models for aggregate supply chain planning and for local distribution decision making as well as to influence and shape demand.

Course Objectives:

To provide an understanding of:

1. The process and information required for preparing the different types of demand forecasts required for operations and supply chain management.
2. The tradeoffs involved in aggregate production planning and be able to use linear programming to optimize them.
3. Business and economic variable with predictive value for the preparation of demand forecasts.
4. Statistical techniques to be used with historical data, business, and environmental variables to prepare dynamic forecasts.
5. Top-down, bottom-up and middle out approaches for demand forecasting.

UNIT I: DEFINITION OF SUPPLY CHAIN ANALYTICS

Core components of supply chain analytics, how supply chain analytics works, what makes a good Analytics, types of analytics; Importance of supply chain analytics, big data in the supply chain, how analytics provides solutions, Benefits of supply chain analytics, supply chain analytics as a differentiator.

UNIT II: BASICS METRICS AND KPI

Core components of supply chain analytics, how supply chain analytics works, what makes a good Analytics, types of analytics; Importance of supply chain analytics, big data in the supply chain, how analytics provides solutions, Benefits of supply chain analytics, supply chain analytics as a differentiator.

UNIT III: REGRESSION METHODS

Introduction to multiple regression and stepwise selection of predictive variables, model overfitting, model cross validation, selection of variables in linear regression: forward, backward and best subset

selection. Model shrinkage methods and selection of variates in linear regression: the lasso; Holt's model, holt-winter model; Introduction to ARIMA Models

UNIT IV: APPLICATION OF SUPPLY CHAIN ANALYTICS

Demand forecasting, inventory visibility, partner performance reporting, Procurement reporting; Approach to getting started on supply chain analytics: planning and building an analytics initiative, Measuring

UNIT V: FUTURE OF SUPPLY CHAIN ANALYTICS

Pace and variety of current supply chain data, integration and embedding analytics, prescriptive analytics, cognitive analytics; need for planning and strategy, common data structures and terminology, setting achievable and actionable goals

Software for the course:

Open source software such as R and Rapid miner will be used throughout the course

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:

Upon Successful completion of the course, students will be able to

1. Describe various aspects of supply chain analytics
2. Define KPI for a given supply chain and use them to measure performance
3. Apply appropriate regression methods for a given situation
4. Understand and apply supply chain analytic methods for a given supply chain
5. Understand the future direction of supply chain analytics for appropriate self-up gradation and plan future course of action

Text Book:

Sunil Chopra and peter Meindl, Pearson Prentice Hall, 3r edition 2007 or more recent edition

References:

1. Hyndman, R. J., & Athanasopoulos, G. (2014). Forecasting: principles and practice, Online OpenAccess Text Book:, <https://www.otexts.org/fpp>
2. James, G., Witten, D., Hastie, T., & Tibshirani, R. (2013). An introduction to statistical learning: with application in R, New York: Springer, <http://www-bcf.usc.edu/~gareth/ISL/>
3. Makridakis, S., Wheelwright, S. C., & Hyndman, R. J. (1997). Forecasting methods and applications. John Wiley & Sons. Third Edition
4. Chopra, S., & Meindl, P. (2012). Supply Chain Management Strategy, Planning and Operation, Prentice Hall, Fifth Edition.
5. Nahmias, S. (2008). Production and operations analysis, McGraw-Hill/Irwin, Sixth Edition
6. Simchi-Levi, D., Kaminsky, P., & Simchi-Levi, E. (2004). Managing the supply chain: the definitive guide for the business professional. McGraw

18MBAP503

E-COMMERCE AND DIGITAL MARKETS

L	T	P	C
3	0	0	3

Course Prerequisite: None**Course Description:**

The course is divided into five sections to deliver key aspects of E – commerce such as business models, enablers, and supply chain, Social, Political & Ethical Issues of E-Commerce and Digital Markets. Each section 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 e-commerce enablers
4. Explain the supply chain management used by e-commerce players
5. Explain the socio, political and ethical issues in e-commerce

UNIT I: 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 II: 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 III: 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 IV: 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.

UNIT V: 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

Recommended Software's for Data Analysis

- Shopify
- Avangate
- Fast Spring
- Big Commerce
- Capterra

Course Outcomes:

Upon Successful completion of the course, students 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

Text Book:

- Laudon Kenneth C., E-Commerce: Business, Technology, Society, prentice Hall of india, 2009

Reference Books:

- Kamalesh K Bajaj &Debjani Nag, e-Commerce, the Cutting Edge of BusinessTMH,2008
- PargDiwan,E-Commerce,Excel,2008
- Chaffe,Pearson, e-Commerce and e-Business,2009

18MBAP504

MANAGING DIGITAL INNOVATION AND TRANSFORMATION

L	T	P	C
3	0	0	3

Course Prerequisite: None**Course Description:**

Digital Transformation and Innovation is designed to equip students to confidently help conceive, lead and execute digital innovation initiatives and develop new business models for existing and insurgent organizations. The basic premise of the course is that the digital revolution is rapidly transforming the fundamental nature of many companies in a wide range of industries and executives, entrepreneurs and general managers need to understand the economics, technology paradigms and management practices of innovating in digital-centric businesses to ensure corporate and personal success. The course is intended for students pursuing business careers in which digital technologies will be critical to the development of new products and services, e.g., entrepreneurial start-ups, consulting and venture capital, and senior positions in marketing, R&D, and strategy. Visits by case protagonists and industry experts will enable students to understand the career options in this rapidly evolving space.

Course Objectives:

To provide

1. An overview of the digital world
2. Understanding of management of digital innovation and reformation
3. Understanding of Social Media as a digital space for innovation and transformation
4. Understanding of Recent events and trends in digital space
5. Understanding of how to leverage digital media

UNIT-I: OVERVIEW OF DIGITAL TRANSFORMATION

Digital Transformation Concepts: Markets, Environment and Structure , Designing your Digital Business Model, Launching and Growing a Digital Platform, Digital Transformation across industries : A Futuristic View-Amazon Case Study

UNIT-II: MANAGING DIGITAL INNOVATION AND TRANSFORMATION

Managing Digital Innovation and Transformation: Introduction to digital transformations and innovation-Classification of digital transformations and Innovations-Apple Case Study

UNIT-III: SOCIAL MEDIA TRANSFORMATIONS

Social Media Transformations-Building Digital Capabilities-Challenges in Going Digital-Digital Transformations in the space of cloud computing-Prepare and Drive Digital Transformations -Raymond's Case Study

UNIT-IV: DIGITAL TRANSFORMATION -NEW TRENDS

Digital Transformation: From Products to Platforms, Linear Vs Triangular Value Chains , The product Service Model : marketing, Finance and Supply Chains .Paytm Case Study and Facebook Case Studies

UNIT-V: DIGITAL INNOVATION AND REVOLUTION

Leveraging Open innovation, Governing Your Digital Platform, Strategy and Competition in the Digital Age, Factors for Digital Innovation and Revolution, Service Innovation Initiatives - Google Case Study

Recommended software's for Data Analysis

- Dronahq
- Pivotal
- Digitalistmag
- Adlibsoftware

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:

Upon Successful completion of the course, students will be able to

1. Able to explorer digital media or organisational transformation
2. Familiar with advances in social media platform
3. Able to manage relation between digital innovation and transformation
4. Able to use the digital platform for business processes
5. Able to identify new innovation and benefit from them

Text Book:

- Lindsay Herbert, Digital Transformation, Bloomsburt

Reference Books:

- Oswald AJ Mascarenhas, Business Transformation Strategies, SAGE
- Nagy K Hanna, Mastering Digital Transformation, Emeralds
- Alexander Rauser, Digital Strategy

18MBAP505

BUSINESS ANALYTICS

L	T	P	C
2	0	2	3

Course Prerequisite: None

Course Description:

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

Course objectives:

1. To understand the importance of business analytics and its applications using various tools.
2. To revise the basics of statistics, understand the importance of descriptive statistics and its application in business analytics.
3. To apply the various tools for predictive modeling
4. To apply the unsupervised learning techniques to make business decisions.
5. To understand and apply the unsupervised 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.

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

Regression modeling. 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, and factor analysis.

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, Bayes' 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

Upon Successful completion of the course, students will be able to

1. Apply appropriate business analytics tools for decision making
2. Extract insights from data with the use of various descriptive statistics tools
3. Implement regression technique to build predictive models
4. Apply various unsupervised learning techniques for better business decisions
5. Apply various supervised techniques to make complex business decisions

Text Book:

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.

18MBAP506

DATA SCIENCE USING R

L	T	P	C
2	0	2	3

Course Prerequisite: None**Course Description:**

This course introduces the student to a set of common steps that data scientists use to transform a spreadsheet into a useful description or illustration. This course covers acquiring, cleaning, merging, managing, summarizing, and visualizing quantitative data. While these tasks can be accomplished using different software, this course demonstrates the students how to use “R”, a free and popular statistical program in analyzing data.

Course Objectives:

1. To write down a recipe (i.e., a set of ordered steps) for transforming a dataset into a table or figure that describes a pattern;
2. To Identify and apply functions/packages in R for accomplishing the steps of this recipe;
3. Combine data from multiple (unrelated) sources; and
4. Apply best practices in writing code, including using clear naming conventions, commenting steps, and avoiding repetition.
5. Help ensure that code is error-free and legible to our colleagues and future selves.

UNIT I: INTRODUCTION TO R

Introduction to data analytics, data types and data models, History and Evolution of R, R-Features, R environment setup, R basic syntax, R command prompt, R script file, how to import data into R and R packages

UNIT II: R DATA STRUCTURES, DATA TYPES AND VARIABLES

Studying Vectors, defining factors, Defining list, data frames, Matrixes, and arrays, understanding R variables, Data type of variable, Type of operators, What is R decision making, Understanding R if statement, R switch statement.

UNIT III: R- LOOPS, FUNCTIONS, STRINGS, VECTORS, ARRAYS AND FACTORS

Loops, User defined function, Control structures, data manipulation using r, String construction, R vector creation, access, Manipulate and merge list, Access array elements, Studying R factors, Generate factor levels.

UNIT IV: R WEB DATA AND TEXT MINING

Write read Binary file, understanding XML files, Studying R data bases, understanding R my SQL, Query, update tables and rows, create/ drop table using mysql, Textmining using RQDA and JGR package.

UNIT V: MACHINE LEARNING USING R

Understanding supervised and non-supervised Techniques, Data partitioning, Cluster analysis, linear, prediction model, logistic regression, K-nearest neighbour, Naïve Bayes, Random forests.

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

Upon Successful completion of the course, students will be able to

1. Understand the need and significance of R software for decision making
2. Use statistical tools to extract information from raw data
3. Use regression technique to build predictive models
4. Use data mining techniques to make business decisions
5. Use clustering algorithm for classification

Text Book:

R for Data science, Dan Toomy, Packt Publishing Ltd. 2014, ISBN 978-1-78439-086-0

Reference Books:

The Art of R Programming, Norman Matloff, 2009

Introductory Statistics with R, Peter Dalgaard, Springer Science + Business Media, LLC ,ISBN: 978-0-387-79053-4

18MBAP507

DATA VISUALIZATION FOR MANAGERS

L	T	P	C
2	0	2	3

Course Prerequisite: None**Course Description:**

Spreadsheets and large tables can be complex to decipher and often present barriers to extracting valuable information from an organization's data. This course provides the students a foundation in how to build effective charts and graphs that stand out and communicate data-driven messages to the audience with ease. This course helps how to learn the basics of visual perception of data, how to select the most important elements from the data, and which chart types best convey those critical insights.

Course Objectives:

1. Describe the importance of data visualization for business intelligence and decision-making
2. Identify purposes and uses of data visualization for the organization
3. Analyze effective design practices for data visualization
4. Compare and contrast performance measurement data using effective data visuals
5. Use data visuals to convey distribution and relationships and construct effective data visuals to solve workplace problems

UNIT I: INTRODUCTION

The purpose of visualization –Data visualization between science and journalism- The concept of Data Design- Structure and Technical Requirement-Basic R-Installation- Graphic Concepts in R – Basic packages and Functions used for Data visualization.

UNIT II: DATA VISUALIZATION FOR CATEGORICAL DATA

Bar Chart-Bar chart for multiple response questions-two response-Pie Charts-pie chart panel-spie chart--Radial Diagrams- radial polygon--Chart Tables- Gantt chart-heat map- bump chart-mosaic plot-ballon plot-Tree map

UNIT III: DATA VISUALIZATION THROUGH DISTRIBUTIONS

Histograms and Box Plots-Histogram Overlay-Box plots for groups-Pyramids- Pyramids with multiple colours-aggregated pyramids– simple Lorenz curve-Quintile-Decile-

UNIT IV: DATA VISUALIZATION THROUGH TIME SERIES

Short time series-Areas underneath beneath and between time series-presentation of daily-weekly and monthly values-Special cases in times series

UNIT V: DATA VISUALIZATION THROUGH SCATTER PLOTS AND MAPS

Introduction to scatter plots-Scatter plot variant 1,2,3,4,5-Special cases in scatter plots-Introduction to maps-Points, Diagrams and symbols in maps-Choropleth maps- Special cases in maps.

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. Ability to visualize the raw data for business intelligence and decision-making
2. Ability to apply different visualizing techniques the data for effective business decision- making
3. Analyze effective design practices for data visualization
4. Compare and contrast performance measurement data using effective data visuals
5. Use data visuals to convey distribution and relationships and construct effective data visuals to solve workplace problems

Text Book:

1. Data Visualization with R, Thomas Rahlf, Springer Publication, 2017, ISBN 978-3-319-49750-1
2. R for Data science, Dan Toomy, Packt Publishing Ltd. 2014, ISBN 978-1-78439-086-0

Reference Books:

1. The Art of R Programming, Norman Matloff, 2009
2. Introductory Statistics with R, Peter Dalgaard, Springer Science+Business Media, LLC , ISBN: 978-0-387-79053-4

L	T	P	C
2	0	2	3

Course Prerequisite: None

Course Description:

This course helps the students in forecasting at the macroeconomic, industry, or individual company level. Sometimes, robust theories cannot be empirically implemented because of data limitations. This course helps the students to learn forecasting techniques, models and applications used in business and industry.

Course Objectives:

1. Discuss the key factors which affect the success of forecasting procedures.
2. Model and Forecast the different possible Trend components of a set of values.
3. Use the World Wide Web to obtain information on forecasting methods and useful data to be used when forecasting
4. Model and Forecast the Seasonal component of a set of values.
5. Model the different types of Cyclical behaviour observed in different sets of values.

UNIT I: INTRODUCTION

Introduction-Choosing right type of forecasting model-Concept of forecasting accuracy-Alternative types of forecast-Types and sources of data-Forecasting under uncertainty-using EVIEWS- Utilizing graphs and charts-cases.

UNIT II: APPLICATION OF LINEAR REGRESSION AND CORRELATION IN FORECASTING

General linear model- Simple-multiple regression-uses and misuses of R square-measuring partial Correlation-Testing adjusting for autocorrelation- testing and adjusting for heteroscedasticity-cases

UNIT III: TIME SERIES FORECASTING TECHNIQUES

The basic time series decomposition model-linear –nonlinear trends-methods of smoothing data-methods of seasonal adjustments-univariate time series modelling and Forecasting-Box Jenkins approach-ARMA Models-Estimation of ARMA models-cases

UNIT IV: SHORT-TERM AND LONG-TERM FORECASTING

Combining forecasts-theory of forecast combination-errors in combined Forecasts-Short term sales Forecasting-Endogenous-exogenous variables in sales forecasting- Methods of long term Forecasting-Methods of Determining Nonlinear Trends: Nonlinear Growth and Decline, Logistics,

and Saturation Curves-Predicting Trends Where Cyclical Influences are Important-Forecasting Very Long-range Trends: Population and Natural Resource Trends.

UNIT V: MACROECONOMIC FORECASTING

Structural versus VAR Models-Preparing the Model for Forecasting-Forecasting with AR (1) Adjustments -Forecasting with Constant Adjustments-Comparison of Alternative Forecasts - Using Indexes of Consumer and Business Sentiment for Forecasting.

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

Upon Successful completion of the course, students will be able to

1. Apply all forecasting techniques in real life business problems
2. Forecast efficiently
3. Gain knowledge on how to use forecasting software's such as Eviews, SPSS and other software's
4. Predict accurate forecasting by understanding behaviour of data.
5. Apply VAR model in real time business problems.

Text Book:

Practical Business Forecasting, Michael K. Evans (2003), Blackwell Publishers, ISBN 0-631-22065-8.

Reference Books:

1. Business Forecasting 9th Edition (2015), Dean Wichern, John E. Hanke, Pearson Publications, ISBN: 9789332549609, 9332549605
2. Business Forecasting (with CD) 5th Edition, Barry Keating, J. Holton Wilson, John Galt (2010), Publisher: McGraw Hill Education, ISBN: 9780070706651, 0070706654

L	T	P	C
3	0	0	3

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 explore and offer knowledge on global business environment.
2. To provide students with acquire conceptual frameworks, knowledge, and insight to operate business at International level
3. To assess the effects of current regional trade agreements and economic integration developed/developing/under developing countries
4. To strengthen analytical and decision-making strategies in the functional areas of international marketing & human resource management
5. To understand the student with the significance of economic zones 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.

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. RBI data using with Excel/SPSS Software.

UNIT III: GLOBAL BUSINESS INTEGRATION

International strategic alliances, nature, benefits, pitfalls, scope, levels of integration, 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). WTO data using with Excel/SPSS Software.

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. India Trade Portal/Cybex/Exim policy data using with Excel/SPSS Software

Course Outcomes:

Upon Successful completion of the course, students will be able to

1. Manage ever changing businesses in a competitive globalized business environment and gain business acumen and entrepreneurial skills.
2. Deliberate international financial framework to engage business at international level.
3. Know the effects of current regional trade agreements and economic integration on developed/developing/under developing countries
4. Identify various cultural differences and behavioral factors between countries for better strategies.
5. Enlighten the significance of Economic Zones in global business arena.

Text Book:

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. Sundaram A K and Black J S, (1996), The International Business Environment: Text and Cases, New Delhi, PHI.
9. V K Bhalla, International Business (2013), New Delhi, S Chand.

L	T	P	C
3	0	0	3

Course Prerequisite: None

Course Description:

This course is a study of the international norms and principles that regulate international trade on goods, services and intellectual property. It also focuses on the history and the creation of the World Trade Organization (WTO) and its current functions. It considers the influence of economic doctrines in the creation of norms and principles of international trade law.

Course Objectives:

1. To understand some of the basic norms for regulating international trade remain intact.
2. To provide knowledge of international trade and financial institutions.
3. To critically evaluate the position and relevance international institutions in the international politics.
4. To provide knowledge on Agreements of WTO and intellectual property rights.
5. To educate students in dealing with Law and Policy on Trade and Investment from Indian Perspective.

UNIT I: INTRODUCTION

International trade law: definition, scope, codification and development, National treatment, Most Favoured Nation Treatment (MFNT), The Principle of Non-Discrimination and Equality of states, Changing concept of sovereignty and protection of national interests, Transparency and reciprocity.

UNIT II: THE HISTORY AND DEVELOPMENT OF INTERNATIONAL TRADE, AND FINANCIAL INSTITUTIONS

History and development of international trade, International Monetary Fund (IMF), International Bank for Reconstruction and Development (IBRD), International Finance Corporation (IFC), International Development Association (IDA), Multilateral Investment Guarantee Agency (MIGA).

UNIT III: INTERNATIONAL TRADE, AND REGULATORY ROLE OF THE UNITED NATIONS AND GATT

Role of the UN in promotion and protection of international trade, United Nations and developing countries, Provisions relating to the General Agreement on Tariffs and Trade (GATT) and General Agreement on Trade in Services (GATS).

UNIT IV: WORLD TRADE ORGANIZATION (WTO)& IPR

World Trade Organization: establishment, scope, powers, Principles, Functions of WTO, methods of dispute settlement mechanism – TRIPS – TRIMS. Law on carriage of goods by sea, land and air, container transport. International Trade Insurance-Marine and other insurance. Traditional knowledge and protection under the law-Definition, features, Biological Diversity Act, 2002, Geographical indications protection. Turmeric, Neem, Hoodia Cactus, Basmati, Ayahuaska Controversies. Indian law and traditional knowledge, Traditional knowledge protections and strategies.

UNIT V: LAW AND POLICY ON TRADE AND INVESTMENT- INDIAN PERSPECTIVE

Introduction to Law and Policy of Export-Import Trade in India, Foreign Trade (Development and Regulation) Act, 1992, Foreign Exchange Management Act, 1999, Special Economic Zones and International trade, Law relating to Customs- Customs Act, 1962, Foreign Investment in India-Liberalization in the nineties. Foreign Investment Promotion Board. Current issues relating to foreign direct investment. India Trade Portal/Cybox/Exim policy data using with Excel/SPSS Software.

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:

Upon successful completion of this course, the student will be able to:

1. Demonstrate a thorough and contextual knowledge of the legal framework for international trade law.
2. Evaluate the impact of statutory and regulatory compliance on an organization's integrative trade initiatives.
3. Describe and analyze the principal international trade agreements it administers.
4. Explain and analyze the role of the World Trade Organization it administers and IPR at international trade.
5. Analyze the impact of Law and Policy on Trade and Investment practices.

Text Book:

1. Schnitzer, Simone; Understanding International Trade Law; Universal Publication.
2. Kaul, A. K.; Guide to the WTO and GATT: Economics, Law and Politics; Kluwer Law International.
3. Daniel C.K. Chow, Thomas J. Schoenbaum; International Trade Law: Problems, Cases, and Materials, 3rd Edition, Wolters Kluwer publications.

Reference Books

1. Goyal, Arun; WTO in the new Millennium: Commentary, Case Law, Legal Texts; MVIRDC World Trade Centre.
2. Carr, Indira; International Trade Law; Cavendish Publishing House.
3. Rao, M. B; and Guru, Manjula; WTO and International Trade; Vikas Publishing House
4. Ahuja, V.K.; Law relating to Intellectual Property Rights; LexisNexis
5. Bhandari, M. K.; An Introduction to Intellectual Property Rights; Central Law Publication
6. Leelakrishnan, P, The Environment Law in India (1999), Butterworths, India.

18MBAP511

INTERNATIONAL MARKETING MANAGEMENT

L	T	P	C
3	0	0	3

Course Prerequisite: None**Course Description**

This course aims to focus on nature and practices of international marketing. This course equips the students to distinguish international marketing mechanics from the domestic marketing models and approaches. The students would be far more equipped to design and participate in designing an international marketing strategy.

Course Objectives:

1. To comprehend the basic principles and the concept of international marketing.
2. To categorize the marketing segments, Positioning and strategies at the international level.
3. To analyze the international pricing strategies used by an organization.
4. To evaluate marketing promotional activities in the international market.
5. To Design International Marketing Planning, Organizing and Control

UNIT I: INTRODUCTION OF INTERNATIONAL MARKETING

Nature, importance and scope of international marketing – International market orientation and involvement, International marketing management process – an overview. Influence of physical, economic, socio, cultural, political and legal environments on international marketing, operations; Scanning and monitoring global marketing environment; International marketing information system.

UNIT II: INTERNATIONAL MARKET SEGMENTATION AND POSITIONING

Screening and selection of markets; International market entry strategies. International Product Planning: Major Product and Services decisions. Product standardization vs. adaptation; Managing product line; International product life cycle (IPLC); New product development.

UNIT III: PRICING FOR INTERNATIONAL MARKETS

Factors affecting international price determination; International pricing process and policies; Delivery terms and currency for export price quotations; Transfer pricing. International Distribution Decisions: Distribution channel strategy – International distribution channels, their roles and functions; Selection and management of overseas agents; International distribution logistics inventory management transportation, warehousing and insurance.

UNIT IV: INTERNATIONAL PROMOTION STRATEGIES

Communications across countries complexities and issues; International promotion tools and

planning –Advertising, personal selling, publicity and sales promotion; Developing international promotion campaign; Planning for direct mail, sales literature, trade fairs and exhibitions.

UNIT V: INTERNATIONAL MARKETING PLANNING, ORGANIZING AND CONTROL

Emerging trends in International Marketing; International Marketing through Internet; ecological concerns and International Marketing ethics.

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:

Upon Successful completion of the course, students will be able to

1. 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 segmentation and Positioning strategies
3. Develop skills related to pricing of products in international market by considering the international marketing opportunities.
4. Describe the Promotion strategies and tactics that can lead to successful international marketing given those environmental constraints;
5. Demonstrate International Marketing Planning, Organizing and Control

Text Book:

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 McGra Hill Pvt. Ltd. New Delhi.
4. Dr. Gajendra Sharma, “International Marketing, Test and Cases”, Excel Books, NewDelhi.
5. Rakesh Mohan Joshi, International Marketing, Oxford University Press, New Delhi,2005.
6. Francis Cherunilam, International Marketing, Himalaya Publishing House, Mumbai.
7. J. S. Rathor& B. S. Rathor, Export Marketing, Himalaya Publishing House, Mumbai,2016.

Reference Books:

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

18MBAP512

INTERNATIONAL LABOR LAWS

L	T	P	C
3	0	0	3

Course Prerequisite:**Course Description:**

The International Labor Organization (ILO) is devoted to promoting social justice and internationally recognized human and labor rights, pursuing its founding mission that social justice is essential to universal and lasting peace. ILO brings together governments, employers and workers representatives to set labor standards, develop policies and devise programmes promoting decent work for all women and men. This course outlines to provide scientific knowledge and insights on International Labor Law standards, to master the methods, proceedings and processes of their implementation, to master the scientific methods in studying relevant sources of international universal, regional and bilateral Labor Law.

Course Objectives:

1. To understand the fundamentals of International labour organization and laws.
2. To understand International Labour standards
3. To provide insights on International labour and legislation
4. To familiarize on National Initiatives on child labour
5. To provide insights on programs for elimination international child labour

UNIT-I: UNDERSTANDING INTERNATIONAL ORGANIZATION

The History of International Law and Organization: A Basic Framework-Features and Development of the International Labour Organization, purpose and functions of ILO; International Technical Cooperation and the Theory of Functionalism; Critiques of International Organizations Including Charges of Politicization-WIPO and the ICC as Technical and Political Organizations Respectively; Employee code of conduct; The European Union: Regional Supranationalism-The WTO and the International Organization of Trade Rights and Immunities of International Organizations and the Duties of Host Countries

UNIT-II: INTERNATIONAL LABOUR STANDARDS

Freedom of Association and the Effective Recognition of the Right to Collective Bargaining - Freedom of Association and Protection of the Right to Organize Convention, 1948 - Right to Organise and Collective Bargaining Convention, 1949; Elimination of all Forms of Forced and Compulsory Labour - Forced Labour Convention, 1930, Abolition of Forced Labour Convention, 1957

UNIT-III: INTERNATIONAL LABOUR AND LEGISLATION

Definition of international law, evolution of the international labor law, Purpose of international labor law, Global Instruments of international labor law, Regional instruments of international labor law, Other regional instruments within Europe-American instruments, African instruments; Minimum Wages Act, 1948- National floor level minimum wages – Revisions of Basic Minimum Wage and Scheduled Employments- Payment of Wages Act, 1936 – Payment of Wages (Amendment) Act, 2017 – Mode of Payment of Wages.

UNIT-IV: CHILD LABOUR LAW & INITIATIVES

Government Initiatives for the Eradication of Child Labour- The Violation of the Child Labour (Prohibition and Regulation Act) 1986, A Provision to Section 3 of the Child Labour (Prohibition and Regulation) Act, 1986, International Labour Organization's efforts of child labour Elimination (IPEC)- International Labour Organization's Efforts to Combat Child Labour. Right of Children to free and compulsory education Act, 2009- Juvenile Justice (care and Protection of Children) Act, 2015- Prohibition of Child Marriage Act.

UNIT-V: LAW RELATING TO WOMEN

Indian Constitution and Women: Fundamental Rights – Article 14,15,16- Directive Principles of State Policy – Articles 39(a)&(b), 46,47- Unequal position of Indian women - Uniform Civil Code.

Law Relating to Women: Protection of Women from Domestic Violence Act, 2005; Sexual harassment of women at workplace Act (Prevention, Prohibition and Redressal) Act; National Commission for Women Act, 1990; Dowry Prohibition Act, 1961- The Family Courts Act, 1984; Equal remuneration Act, 1976- Maternity Benefit Act, 1961 Maternity Benefit (Amendment) Act 2016.

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

Upon Successful completion of the course, students will be able to

1. Evaluate the origins of international labour law, its multiple facets, and how it affects the world of work both in theory and in practice.
2. How to maintain Labor standards and encourage the spread of high-wage, high- skill, and low-turnover industries
3. Explain the legal standards of international labour law, and how they interact with the broader international legal framework
4. Undertake detailed analysis of national initiatives on child labour laws
5. Examine the role and measures of IPEC on elimination of child labour.

Text Book:

1. International Labor Organization by Jean – Michel Servais by Kluwer Law International 2011.

2. International Labour Law by Barbara J. Fick, Associate Professor of Law, University of Notre Dame Law School, US

Reference Books:

1. Human Rights, Labor Rights, and International TradeBy Lance A. Compa; Stephen F. Diamond
University of Pennsylvania Press, 1996
2. International Labor Legislation by Iwao Frederick AyusawaAms Press, 1969
3. Human Rights and Labor Solidarity: Trade Unions in the Global Economy by Susan L. KangUniversity of Pennsylvania Press, 2012

18MBAP513 ENTREPRENEURSHIP DEVELOPMENT & PROJECT MANAGEMENT

L	T	P	C
3	0	0	3

Course Prerequisite:**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. This course provides an overview of various aspects of project management and different stages in the project management process.

Course Objectives:

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: FOUNDATIONS OF ENTREPRENEURSHIP

Definition, Scope and Importance – Characteristics of entrepreneur - The Cultural and social Environment — Functions of Entrepreneur, Types of Entrepreneurship, Role of entrepreneurship in economic development, Theories of Entrepreneurship, Innovation and Entrepreneurship; managing for innovation – “Design Thinking”, Entrepreneurship as a career, Women Entrepreneurs: Challenges to Woman Entrepreneurs, Achievements of woman Entrepreneurs, role Models of Woman Entrepreneurs.

Case studies of Entrepreneurs – successful, failed, turnaround ventures to be discussed in the class.

UNIT II: ENTREPRENEURIAL BUSINESS PLANNING

Business Planning Process - The business plan as an entrepreneurial tool; Elements of Business Plan, Objectives, Market Analysis, Development of product / idea, Marketing, Finance, Organisation&Management, Ownership, Critical risk contingencies of the proposal, Scheduling and milestones. *Financial schemes offered by various financial institutions like Commercial Banks, IDBI, ICICI, SIDBI, SFCs Exercises /activities on ‘generating business ideas’ and ‘Identifying problems and opportunities’*

UNIT III: PROJECT MANAGEMENT

Project Management: Meaning of project - concepts - categories - project lifecycle, phases - characteristics of a project – project manager - role and responsibilities of project manager. Technical, Financial, Marketing Personnel and Management feasibility Reports, Role of the following agencies in the Entrepreneurship Development 1. DIC – District Industrial Center, 2. SISI – Small Industries Services Institute, 3. EDII – Entrepreneurship Development Institute of India, 4. NIESBUD – National Institute of Entrepreneurship and Small, Business Development, 5. NEDB – National Entrepreneurship Development Board Interactive sessions with Entrepreneurs, authorities of financial institutions, Government officials to be organized

UNIT IV: PROJECT FINANCING

Promotion of a Venture, Stages of Promotion of a Venture, Venture Capital Funding, and Angel Capitalist. Financing - Initial Financing, Types of Financing - Self (Equity & Borrowed), Family Friends, Vendors, Customers, Angels (various halo sizes?), Venture Capital, Venture Leasing. Subsequent Financing – Primary Sources, IPOs, Entrepreneurship in Agriculture

UNIT V: PROJECT IMPLEMENTATION

Implementation of projects: Graphic Representation of Project Activities, Network Analysis, Management & control of projects, Project scheduling, MIS in project, problems of project implementation, project audit.

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:

Upon Successful completion of the course, students will be able to

- 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 Book:

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.

Reference Books:

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, GurmeetNaroola; Special edition (May 30, 2001)
6. Vijay Sathe, Corporate Entrepreneurship, February 2007

18MBAP514

SOCIAL ENTREPRENEURSHIP

L	T	P	C
3	0	0	3

Course Prerequisite:**Course Description:**

Social entrepreneurship is a rapidly developing and changing business field in which business and nonprofit leaders design, grow, and lead mission-driven enterprises. As the traditional lines blur between nonprofit enterprises, government, and business, it is critical that business students understand the opportunities and challenges in this new landscape. Because the field of social entrepreneurship is interdisciplinary and, in its infancy,, the course will be introductory in nature and will draw heavily from cases, speaker experience, and student inquiry.

Course Objectives:

- 1 To clarify the social entrepreneurship and characteristics of social entrepreneurs.
- 2 To describe different forms of social entrepreneurs for development of society.
- 3 To express the sustainability potential as well as its pillars for scaling the social and environmental solutions, carry the profitably throughout the business sectors.
- 4 To elaborate the methods, procedures and assessment tools for prioritizing the start-ups opportunities.
- 5 To tutor the different models and initiatives of social entrepreneurship, aid to become successful social entrepreneurs.

UNIT I: SOCIAL ENTREPRENEURSHIP

Social entrepreneurs, Factors impacting on transformation into social entrepreneur, The characteristics of social entrepreneurs, Classification and types of social entrepreneurs, The four distinctions of social entrepreneurship.

UNIT II: FORMS OF SOCIAL ENTREPRISES

Profit and non-profit Proprietorships – partnership – company, Non-Governmental organization - Society – Trust and Company (sec. 25) registration, Factors determining selection of forms of registration

UNIT III: SUSTAINABLE DEVELOPMENT

Concept of Sustainable Development and its objective, importance types, Factors affecting sustainable development - Environmental costs and its economic-value - The Political Challenge and development Issues in India, The Millennium Ecosystem Assessment - International Influences

UNIT IV: OPPORTUNITEIS FOR SOCIAL ENTREPRENEURS

Methods of sensing opportunities and fields of opportunities, Assessing and prioritizing opportunities, Enterprise launching and its procedures – start-ups – incubation – accessing venture capital – CSR funds – PPP.

UNIT V: SUCCESSFUL SOCIAL ENTREPRENEURSHIP INITIATIVES

Study of successful models like Grameen Bank – Aravind Eye Care System's – LEDeG –TERI – PasumaiPayanam, Siruthuli – SEWA – Amul – Evidence from OASiS, Case Study on SELCO, case study on Annapurna – Goonj.

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:

Upon Successful completion of the course, students will be able to

- 1 Sensed the social entrepreneurship and characteristics of social entrepreneurs.
- 2 Shaped them for different forms of social entrepreneurs for development of society.
- 3 Capable to apply concept of the sustainability and its pillars for scaling social and environmental solutions, carry the profitably throughout the business sector.
- 4 Intelligent to apply the methods, procedures and assessment tools for prioritizing start-ups opportunities.
- 5 Able to apply different models and initiatives to enrich social entrepreneurship globally.

Text Book:

- 1 Bide Amar (2012), Entrepreneurship determinants: culture and capabilities, 12th Edition, Euro Stat, European Union, <http://ec.europa.eu/eurostat>
- 2 Dinanath Kaushik (2013) Studies in Indian Entrepreneurship, New Delhi, Cyber Tech Publications
- 3 Gopalkrishnan (2014) The Entrepreneur's Choice: Cases on Family Business in India, New.
- 4 London, T. (2016). The Base of the Pyramid Promise: Building Businesses with Impact and Scale, Stanford, CA: Stanford Business Books.
- 5 Goldsmith, Stephen (March 2010). The Power of Social Innovation: How Civic Entrepreneurs Ignite Community Networks for Good. JosseyBass. ISBN 978-0-470-57684-7

Reference Books:

- 1 Heggade (1998) Developing Rural Women Entrepreneurship, New Delhi, Mohit Publications
- 2 International Journal of Managing Value and Supply Chains (IJMVSC) Vol.4, No. 3, September 2013 <http://airccse.org/journal/mvsc/papers/4313ijmvsc05.pdf>
- 3 Journal of International Business and Economy, Fall 2001, Volume 2 Number 1. http://fufaltin.de/pdf/jibe_offprint.pdf
- 4 Philips, Boniefel and Sharma (2011), Global vision publishing house, New Delhi.
- 5 Rajagopalan (Ed: 2006) Promoting Sustainable Livelihoods: Concepts and Approaches, The Icfai University Press.
- 6 Roy Rajeev (2011), Entrepreneurship (ed.2), New Delhi, Oxford University Press

18MBAP515

ENTREPRENEURIAL FINANCE FOR START-UP BUSINESSES

L	T	P	C
3	0	0	3

Course Prerequisite: None**Course Description:**

This is a broad-ranging course on financing startups and other small businesses, and on corporate restructurings through leveraged buyouts. Its objective is to give students an understanding of how financing from venture capital and private equity funds and angel investors finds its way to entrepreneurial ventures.

Course Objectives:

- 1 To aware from the financing matters and role related to new ventures and the successful growth of emerging companies.
- 2 To understand the different kinds of financial statements of entrepreneurial process.
- 3 To grasp the knowledge about many venture valuations and value-added approaches and methods.
- 4 To understand the venture capital and venture valuation of entrepreneurial firms.
- 5 To aware about the Initial Public Offerings finance in public firms.

UNIT I: INTRODUCTION AND OVERVIEW OF ENTREPRENEURSHIP

Introduction and Overview of Entrepreneurship, The Entrepreneurial Process, Entrepreneurship Fundamentals, Who Is an Entrepreneur, Basic Definitions, Entrepreneurial Traits or Characteristics, Sources of Entrepreneurial Opportunities, Process for identifying business opportunities, Elements of a sound business model.

UNIT II: ENTREPRENEURIAL FINANCE

Introduction & Overview; Stages and Types of Financing; Sources and Types of Money, Assessing financial needs; Structuring finance; Principles of Entrepreneurial Finance; Venture Character and Reputation Can Be Assets or Liabilities, Role of Entrepreneurial Finance, The Successful Venture Life Cycle and the Entrepreneurial Process, Financing Through the Venture Life Cycle, Seed, Startup, and First-Round Financing Sources, Financial Bootstrapping, Business Angel Funding, First-Round Financing Opportunities, Debt-Equity financing alternatives.

UNIT III: CREATING AND RECOGNIZING VENTURE VALUES

Creating and Recognizing Venture Values: Valuing Early-Stage Ventures, What Is a Venture Worth? Does the Past Matter? Looking to the Future, Vested Interests in Value: Investor and Entrepreneur, Basic Mechanics of Valuation: Mixing Vision and Reality, Present Value Concept, If You're Not Using Estimates, You're Not Doing a Valuation, Divide and Conquer with Discounted Cash Flow, Required Versus Surplus Cash, Developing the Projected Financial Statements for a DCF Valuation, Just-in-Time Equity Valuation: Pseudo Dividends, Accounting versus Equity

Valuation Cash Flow: Origins of Accounting Cash Flows, From Accounting to Equity Valuation Cash Flows; Valuation methodologies: Discounted Cash flow and Valuation using Comparable Multiples.

UNIT IV: VALUATION OF ENTREPRENEURIAL FIRMS

The role of the venture capitalist and the private placement market in the early stages of financing a company. Differences between venture capital and other forms of private equity. Risk and return of private equity investments. Valuation of entrepreneurial firms using the Venture capital method. Financial contracting. The incentive effects of alternative venture capital contracts: Structuring a venture capital financing deal. A rationale for why venture capital deals often involve warrants and convertible securities.

UNIT V: SECONDARY MARKET AVENUES OF FINANCING

Initial Public Offerings, why go public? The costs vs. benefits of going public. Theories of IPO pricing. The role of the underwriter in an IPO: The importance of underwriter reputation. The relationship between management quality and IPOs. The long-term (post-IPO) performance of newly public firms.

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 Able to solve the financial matters pertaining to new ventures and the successful growth of emerging companies.
- 2 Able to implement the different kinds of financial statements of entrepreneurial process.
- 3 Able to apply the many venture valuation and value-added approaches and methods.
- 4 Capable for valuation of the venture capital and Valuation of venture of entrepreneurial firms.
- 5 Thoughtful about the Initial Public Offerings finance in public firms.

Textbook:

- 1 Entrepreneurial Finance by J. Chris Leach, Ronald W. Melicher, 4th Edition, South Western Cengage Learning.
- 2 Alemany, L. (2014) "Entrepreneurial Finance: Lecture Slides, ESADE Master in Innovation and Entrepreneurship Year 2013/2014", ESADE, Barcelona.

Reference Books:

- 1 Ibbotson, R., J. Sindelar, and J. R. Ritter, "Initial public offerings" (Chew)
- 2 Chemmanur, T., "The pricing of initial public offerings: A dynamic model with information production," pages 285-287 and 299-301
- 3 Loughran, Ritter, and Rydqvist: "Initial Public Offerings: International Insights."
- 4 Ritter, J. R., "The Long-Term performance of IPOs"

18MBAP516 RURAL ENTREPRENEURSHIP

L	T	P	C
3	0	0	3

Course Prerequisite:**Course Description:**

India is one of leading economies among the developing countries with an average GDP growth rate of around 7% for over last one decade. There has been a good economic progress in the fields of information technology, infrastructure and services. The primary sector (Agriculture, Forestry and Fisheries) which accounts for over 68% of the population (830 million out of 1210 Million, as per 2011 Census) has however been lagging behind with an average annual growth of 4% per annum or less. This is generating a lot of disparity between rural and urban livelihoods. Diminishing returns from Agriculture have put the whole rural economy under severe stress. There is, thus an urgent need to accelerate the diversification of rural livelihoods so that rural communities have adequate means and opportunities which are viable and sustainable. Rural Entrepreneurship can address this issue and generate self-employment through pooling of community resources.

Course Objectives:

1. To understand the evolution, competencies and challenges in the context of rural entrepreneurship.
2. To craft awareness about various opportunities in rural entrepreneurship.
3. To acquaint about the social, economic, political and cultural issues for developing micro and small enterprises in rural area.
4. To link and analysis the rural entrepreneurship opportunities with Finance and Market.
5. To provide opportunity for solving live projects in rural entrepreneurship.

UNIT I: INTRODUCTION OF RURAL ENTREPRENEURSHIP

Understanding Entrepreneurship, Evolution of Entrepreneurship in Rural India, Types of Rural Entrepreneurship, Entrepreneurial Competencies, Challenges for Rural Entrepreneurs

UNIT II: INSTITUTIONAL ECOSYSTEMS FOR PROMOTION OF RURAL ENTREPRENEURSHIP:

Rural Eco-System, Natural and Human Resource Base, Panchayati Raj System & Government Schemes Rural Skill Sets and Enhancing Opportunities Institutional Support for Finances and Technical Back-stopping Private-Public Partnership and Corporate Social Responsibility Systems.

UNIT III: MICRO AND SMALL RURAL ENTERPRISES:

Understanding Micro and Small Enterprises Project Identification and Selection Project Formulation, Project Appraisal Government Policies for Micro and Small Enterprises Rural Business Environment- Social, Economic, Political and Cultural Issues.

UNIT IV: RURAL ENTERPRISE INCUBATION:

Scanning Rural Environment- Economic, Technical, Technological & Market Business Opportunity, Identification and Project Selection, Business Plan Preparation, Forward and Backward Linkages Market Linkages, Development Rural Marketing.

UNIT V: LIVE PROJECT AND HANDS-ON SUPPORT:

Study of Rural Entrepreneurs- Growth and Replicability issues Entrepreneurial Opportunities- Potential and Limitations Active Interaction with key Stakeholders Panchayats, NGOs, Schools etc., Working Together and Finalize Interventions List-out and Networking with all Rural Support Systems.

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:

Upon Successful completion of the course, students will be able to

1. Grasps the momentous knowledge about the evolution, competencies and challenges of rural entrepreneurship.
2. Able to identify the various opportunities in the rural entrepreneurship.
3. Capable to answer the social, economic, political and cultural issues for developing micro and small enterprises in rural area.
4. Capable to link and analysis rural entrepreneurship opportunities with Finance and Market.
5. Enable to solve live projects in rural entrepreneurship and become successful rural entrepreneur.

Text Book:

- 1 Drucker, P., "Innovation and Entrepreneurship: Practice and Principles", Harper & Row, New York, 1985; revised edn, Butterworth-Heinemann, Oxford, 1999.
- 2 Harris, B., et al., "How can big companies keep the entrepreneurial spirit alive?", Harvard Business Review, November–December 1995.
- 3 Ajith Kumar Shinha, Rural Industry and Rural Industrialization, Pointer Publishers, Japiur, 1988.
- 4 Ashok Kumar M, Rural Industries and Regional Development, concept publishing company, New Delhi, 1991.

Reference Books:

- 1 Jennings, R., Cox, C. and Cooper, C., "Business Elites: the Psychology of Entrepreneurs and Intrapreneurs", Routledge, 1994
- 2 Pinchot, Gifford III, "Intrapreneuring: Why You Don't Have to Leave the Corporation to Become an Entrepreneur", Barrett-Koehler, 2000
- 3 A Brief History of Entrepreneurship (2016): The Pioneers, Profiteers, and Racketeers Who Shaped Our World, by Joe Carlen, Columbia University press
- 4 The History of the World's Greatest Entrepreneurs: The Biography of Success (2009), by Ronald Shillingford.

SPECIALIZATIONS

FINANCIAL MANAGEMENT

18MBAP401 SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

L	T	P	C
3	1	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 financial 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 evaluation and management techniques and strategies.

UNIT I: INVESTMENT

Investment -Meaning- Types- Objectives - Investment Vs Speculation Vs Gambling -Primary and Secondary markets – BSE - NSE – SEBI, Trading Mechanism. Online, mock and Virtual trading

UNIT II: CALCULATION OF RISK AND RETURN

Approaches of valuation – fixed income valuation -Bond valuation -equity stock Valuation, Risk and Return – riskfactors, risk classification – Systematic risk – unsystematic risk - standard deviation – variance –correlation coefficient – Beta – Calculating expected return and risk. Financial calculations in excel using the data from NSE and BSE

UNIT III: 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.Using excel for charts.

UNIT IV: PORTFOLIO MANAGEMENT

Conceptual and Working an introduction to Portfolio Management Efficient market theory, Random walk – efficient market hypothesis - Some background assumptions; Markowitz Portfolio Theory; Sharpe Single Index model, Arbitrage pricing theory, An introduction to Asset Pricing Models – Capital Market Theory: An overview; The Capital Asset Pricing Model. Using excel for calculation.

UNIT V: PORTFOLIO MANAGEMENT STRATEGIES AND EVALUATION

Managing equity and bond funds – managing mutual funds - Equity Portfolio Management Strategies – Passive Vs Active, Portfolio Selection – Revision and Evaluation - Sharpe - Treynor's - Jensen's and Fama performance measures of portfolio evaluation. Financial calculations in excel

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:

Upon Successful completion of the course, students will be able to

1. Gain knowledge of Investment,
2. Evaluate Risk and return of Financial Securities
3. Apply fundamental analysis and technical analysis for financial securities for decision making
4. Construct the portfolios and compare the portfolio return and risk with individual securities return and risk.
5. Evaluate the portfolio performance and apply portfolio management strategies

Text Book:

- 1 Donald E. Fishser, Ronald J. Jordan, "Security Analysis and Portfolio Management", PrenticeHall 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.

References:

- 1 Ranganatham & Madhumathi Security Analysis Portfolio Management, , Pearson Education, 2004
- 2 Sudhindra Bhat Security Analysis and Portfolio Management, , 2017, excel.
- 3 Avadani Security analysis and portfolio management, , Himalaya publishers, 2017.
- 4 Reilly & Brown Investment analysis portfolio management, , Cengage, 8/e, 2017
- 5 Bodie Investment, McGraw Hill Book Company, 2016

L	T	P	C
3	1	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 enough interest in them to study various

Instruments used in derivatives market and pricing models.

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-Swaps –Regulatory Framework. Online, Mock and Virtual trading

UNIT II: FUTURES AND FORWARD MARKET

Forward contracts and its limitations- Financial Futures –Trading –Risk management using derivatives-Hedging strategies—Forward and Future prices –Stock Index futures –Currency futures— Interest rate futures— Future pricing – Trading –Margins Future market in NSE. Using Futures data from NSE and BSE.

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. Charts using excel from capital market.

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 IndexOptions. Financial calculations in excel

UNIT V: SWAPS

Concept and Nature of Swaps—Major Types of Financial Swaps –Interest Rate Swaps –Currency Swaps –Commodity Swaps – Credit Risk in Swaps, calculations in excel using data from RBI and SEBI.

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:

Upon Successful completion of the course, students will be able to

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. Obtain knowledge of swaps

Textbook:

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 McGraw Hill Publishing Company Ltd, New Delhi

Reference Books:

1. Stulz, Risk Management & Derivatives, , Cengage,2016
2. Jayanth Rama Varma Derivatives and Risk Management, TMH, 2017.
3. John C Hull Options, Futures and other derivatives, 7th Edition, Pearson Education, 2016
4. David A. Dubofsky, Thomas W Muller, TR: Derivatives Valuation and Risk Management, Oxford, 2017
5. G. Koteshwar Risk Management Insurance and Derivatives, Himalaya, 2017

18MBAP403

CORPORATE TAX PLANNING

L	T	P	C
3	1	0	4

Course Prerequisite: None

Course Description:

This course aims at making students conversant with the concept of the corporate tax planning and Indian tax laws, and their implications for corporate management.

Course Objectives:

- 1 To expose the basic provisions of Income Tax Act.
- 2 To provide an insight of computation of income of companies.
- 3 To make conversant with the computation of taxable income.
- 4 To provide knowledge to the students about corporate tax planning methods to minimize tax liability
- 5 To provide a broad understanding of the role of taxation in economic and industrial development.

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 Assessee – Tax Rates.

UNIT II: COMPUTATION OF INCOME

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

UNIT III: CORPORATE TAXATION

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

UNIT IV: TAX PLANNING

Concept of Tax planning, Tax avoidance, tax evasion, and tax management - significance of tax planning- Recognised methods of tax planning applicable to corporate assessee –Corporate Tax Planning in respect of employee’s remuneration, mergers and amalgamation, capital structure and bonus shares.

UNIT V: TAX CONSIDERATIONS IN SPECIAL AREA

Tax implications of foreign investments and collaborations - Depreciations other allowances - New industrial undertakings and tax relief – Deduction u/s 80IA, 80IAB, 80IAC, 80IB.

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:

Upon Successful completion of the course, students will be able to

1. Describe the basic provisions of Income Tax
2. Compute the total income of a company
3. Compute the taxable income of a company
4. Evaluate the tax liability of the companies
5. Describe the principles of tax for economic and industrial development.

Text Book:

1. Vinod K Singhanian and Kapil Singhanian. Direct Taxes - Taxmann's Publications, New Delhi
2. V.P. Gaur and D.B. Narang, Income Tax - Law and practice - Kalyani Publishers, Ludiana
3. Dr. Vinod K Singhanian and Dr. Monica Singhanian, Corporate Tax Planning & Business Tax Procedures with Case Studies, Taxmann's Publications, New Delhi

Reference Books:

1. Dr. H.C. Mehrotra and Dr.S.P.Goya Corporate Tax Planning and Management –Sahitya Bhavan Publications, New Delhi
2. Bhagawathi Prasad Direct Taxes, Law and Practice - Vishwaprakasham – New Delhi
3. Dinkar Pagare,, Direct Taxes – Law and Practice – Sultan and Chand and sons, New Delhi

18MBAP404 FINANCIAL ENGINEERING

L	T	P	C
3	1	0	4

Course Prerequisite:

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:

Upon Successful completion of the course, students will be able to

1. Know how to explore new financial technologies in risk measurement and management,
2. To develop new financial products
3. Apply Risk Management techniques,
4. To do corporate restructuring for the benefit of shareholders
5. To adapt to the recent developments in International financial markets

Text Book:

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

Reference Books:

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

18MBAP405

INTERNATIONAL FINANCIAL MANAGEMENT

L	T	P	C
3	1	0	4

Course Prerequisite:**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 introduce the environment of international finance and its implications on international business.
2. To analyze the nature and functioning of foreign exchange markets, determination of exchange rates and interest rates and their forecasting.
3. To define and measure foreign exchange risks and to identify risk management strategies.
4. To provide students with a conceptual and analytical framework of international Financial institutions and working capital management
5. 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

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:

Upon Successful completion of the course, students will be able to

1. Acquaint the knowledge of international monetary system
2. Determine and forecast the exchange rates
3. Evaluate foreign exchange exposure and risk
4. Conceptualize analytical framework of international financial institutions and working capital management
5. Evaluate cross border investment decisions

Text Book:

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.

Reference Books:

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

18MBAP406

FINANCIAL INSTITUTIONS, MARKETS AND SERVICES

L	T	P	C
3	1	0	4

Course Prerequisite: None**Course Description:**

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

Course Objectives:

1. To acquaint the students with the elements of financial system
2. To familiarize the working of banking and non-banking finance companies
3. To enable the students to understand Financial and securities markets
4. To understand various fund-based services
5. To provide the students with the working knowledge of fee-based services

UNIT-I: FINANCIAL SYSTEM

The structure of financial system, Elements of financial system and economic development, Regulatory and Promotional Institutions - Function and Role of RBI - Monetary Policy and techniques of RBI.

UNIT-II: THE BANKING AND NON-BANKING INSTITUTIONS

The public and the private sector banks – structure and comparative performance, Bank capital and Banking Innovations, Commercial and Co-operative banks. The Non-banking financial Institutions - Mutual Funds, Growth of Indian Mutual funds and its Regulation. Type of mutual funds - The Role of AMFI, Insurance Companies- Role of IRDA.

UNIT-III: FINANCIAL AND SECURITIES MARKETS

Primary and Secondary Markets, Structure and functions of Money Market, -Call money market, Government Securities Market – T-bills market, Commercial Bills market, Commercial paper and certificate of deposits. Securities markets - Organization and structure, listing trading and settlement of securities market, The role and functions of SEBI.

UNIT-IV: FUND BASED SERVICES

Leasing and hire purchase- consumer credit and Factoring - Definition, Functions, Advantages, Evaluation, venture capital financing, Housing Finance -HUDCO, HDFC, LICHL.

UNIT-V: FEE-BASED SERVICES

Stock broking, credit rating- CRISIL, CARE & ICRA, Merchant Banking, portfolio management services. Underwriting services, Depository services- NSDL &CDSL, Challenges faced by investment bankers.

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:

Upon Successful completion of the course, students will be able to

1. Evaluate the role and functions of financial system in the economy.
2. Critically appraise the various banking and non-banking financial institutions.
3. Understand the working of financial markets.
4. Get knowledge of primary and secondary market operations.
5. Get the conceptual and analytical framework of evaluating fund and fee based financial services.

Text Book:

1. Khan, M. Y. (2013). Indian Financial System. Tata McGraw-Hill Education.
2. Bhole, L. M., &Mahakud, J. (2017). Financial Institutions and Markets: Structure, Growth & Innovations. McGraw-Hill Education.
3. Khan, M. Y. (2013). Financial Services. Tata McGraw-Hill Education.

Reference Books:

1. Financial Services and markets, Dr.Punithavathy Pandian, Vikas
2. Financial Markets and services, Appannaiah, Reddy and Sharma, HPH
3. Indian Financial System, Ramachandra and others, HPH
4. Investment Institutions and Markets, Jeff Madura, Cengage, 1st Edition.
5. Financial services, Thirpati, PHI.

L	T	P	C
3	1	0	4

Course Prerequisite: Financial Management**Course Description:**

This subject explores the contemporary concepts and trends in strategic financial management (SFM), particularly focusing on contemporary areas such as methods of shareholder value creation, evaluation of strategic investment decisions. Further, it focuses on the need, causes and impact of merger and takeover strategy.

Course Objectives:

1. To acquaint with concepts of strategic financial management
2. To familiarize various performance measures of strategic financial management
3. To evaluate strategic finance and investment decisions
4. To evaluate financial decisions of mergers
5. To provide with the working knowledge of takeover strategy and tactics

UNIT-I: FINANCIAL POLICY AND STRATEGY

Financial Policy and Strategic Planning –Strategic Planning Process – Objectives and Goals – Major Kinds of Strategies and Policies –Corporate Planning – Process of Financial Planning – Types of Financial Plan – Financial Models –Process of Financial Model Development- Tools or Techniques of Financial Modeling –Uses and Limitations of Financial Modeling – Types of Financial Models - Applications of Financial Models.

UNIT-II: FINANCIAL PERFORMANCE MEASURES

Shareholder Value Creation (SVC): Market Value Added (MVA) – Market-to-Book Value (M/BV) – Economic Value Added (EVA) – Managerial Implications of Shareholder Value Creation.

UNIT-III: STRATEGIC INVESTMENT DECISIONS

Techniques of Investment Appraisal Under Risk and Uncertainty – Risk Adjusted Net Present Value – Risk Adjusted Internal Rate of Return – Capital Rationing – Decision Tree Approach for Investment Decisions – sensitivity analysis and Monte Carlo Approach to Simulation- Evaluation of Lease Vs Borrowing Decision.

UNIT-IV: MERGER STRATEGY

Theories of Mergers – Horizontal and Conglomerate Mergers – Merger Procedure – Valuation of Firm – Financial Impact of Merger – Merge and Dilution Effect on Earnings Per Share – Merger and Dilution Effect on Business Control- Problems on mergers – Exchange ratio.

UNIT-V: TAKEOVER STRATEGY

Types of Takeovers – Negotiated and Hostile Bids – Takeover Procedure – Takeover Defenses – Takeover Regulations of SEBI – Distress Restructuring Strategy – Sell offs – Spin Offs – Leveraged Buyouts.

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:

Upon Successful completion of the course, students will be able to

1. Identify the concepts of strategic financial management in achieving the strategic objectives of a firm.
2. Apply different financial performance measures.
3. Analyze the strategic investment decision of a firm.
4. Assess the impact of merger decision.
5. Discuss the takeover strategy and tactics.

Text Book:

1. Samuel C. Weaver, John Fred Weston (2008). Strategic Financial Management: Applications of Corporate Finance. Cengage Learning
2. RajniSofat, Preetihiro (2010). Strategic Financial Management: PHI, New Delhi
3. Ravi M. Kishore (2017). Strategic Financial Management. Taxmann Publications.

Reference Books:

1. Coopers & Lybrand, Strategic Financial: Risk Management, Universities Press (India) Ltd.

2. G.P.Jakhotiya, Strategic Financial Management, Vikas Publications
3. Van Horn, JC, Financial Management and Policy, Prentice Hall India
4. Prasanna Chandra, Financial Management Theory and Practice, Tata McGraw Hill.
5. Weston JF, Chung KS &Heag SE., Mergers, Restructuring & Corporate Control, Prentice Hall India.

HUMAN RESOURCE MANAGEMENT

L	T	P	C
3	1	0	4

Course Prerequisite: HRM

Course Description:

This course will serve as an introduction to Human Resource Analytics. This course will explore the use of analytics within the Human Resource discipline. Through guest speakers and class case studies, student will hear from HR professionals experienced in the areas of HR Leadership, Employee Benefits, Compensation, Talent Acquisition and Talent Management. This course will also explore how effective story telling techniques with data can help the analytic effort be successful.

Course Objectives:

1. To elucidate the significance of HR Analytics in the present-day scenario.
2. To evaluate ways of systematic collection, analysis and interpretation of data to improve HR decisions in organization.
3. To explain an-depth knowledge and application of analytical techniques for predicting performance.
4. To appraise knowledge and application metric for manpower planning and staffing.
5. To Judgemetric pay roll and organizational effectiveness.

UNIT I: INTRODUCTION

Understanding HR Analytics, Difference between traditional HR and data driven HR, Objectives, Importance of HR Analytics in changing Technology like cloud computing, Data Science, Mobile and social data explosion, stages of HR Analytics, leveraging HR Analytics for organizational success

UNIT II: HR DATA PROCURING AND REPORTING DATA SOURCES

Data Issues, Data obtaining, Data Cleaning, Questionnaire Development, Using Google form for data collection, Google spreadsheet, Integrating MS Excel and Google spread sheet, Other methods of data representation, HR Analytics and HR delivery model

UNIT III: WORKFORCE PLANNING AND STAFFING

Contingent representation rate, time- to- start, Time-to-productivity, turnover rate, turn over cost, turnover impact; Cost per hire, vacancy costs, vacancy/ occupancy rate; employee retention; yield or selection rate; Job offer: acceptance or decline rate; Promotion rate

UNIT IV: TALENT AND PERFORMANCE MANAGEMENT

Human Capital readiness, competency rate, training participation rate, Training spend, Training hours, performance review completion review rate, average performance rating, performance rating distribution, succession planning

UNIT V: EMPLOYEE COMPENSATION AND ORGANIZATIONAL EFFECTIVENESS

Annual Base salary increase, target bonus for executives and non-executives, compensation spend rate and ratio; employee benefits; organizational effectiveness- employee engagement metric; employee relation; span of control, Risk management

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:

Upon Successful completion of the course, students will be able to

1. Learn the significance of HR Analytics in the present-day scenario.
2. Understand ways of systematic collection, analysis and interpretation of data to improve HR decisions in organization.
3. Receive an-depth knowledge and application of metric for manpower planning and staffing
4. Get an-depth knowledge and application of talent and performance management
5. Explain pay roll and organizational effectiveness.

Text Book:

1. Rao, PurbaHaldy (2013), Business Analytics, Ist Edition, PHI

Reference Books:

1. Edwards, M.R, & Edwards, K (2016). Predictive HR Analytics: Mastering the HR Matric, London: Kogan Page
2. Sesil, J.C (2014). Applying Advanced analytics to HR Management decisions: Methods for selection, developing incentives, improving collaboration, Upper Saddle River, New Jersey: Person Education
3. Fitz-enz, J., & Phillips P.P. (2014). Making Human Capital Analytics works: Measuring ROI of Human Capital Processes and Outcomes: McGraw-Hill.
4. Bassi, L, Carpenter, R., & McMurrer, D. (2012). HR Analytics Handbook. Mc Bassi & Company
5. Fitz-enz, J. (2010). The New HR Analytics: Predicting the economic value of your company's human capital investments. New York: Amacom

L	T	P	C
3	1	0	4

Course Prerequisite: None

Course Description:

The course is designed to familiarize the students with HR practices in international operations. The course will help the students understand various IHRM challenges such as recruitment and selection, compensation and reward systems, training and development, performance appraisal, expatriation, repatriation and career development.

Course objectives:

1. To facilitate an understanding, the concept of IHRM and cross-cultural issues, trends of workplace values
2. To understand the International Recruitment Policies, Human Resource Planning and Selection procedures
3. To learn Appraise, Train, Develop and explore - Evaluation of Global HRM Practices and competency models for competency appraisal
4. To familiarize the international compensation philosophy and practices
5. To understand International Industrial Relations & people management practices of different countries

UNIT I: INTRODUCTION TO INTERNATIONAL HRM

Concept, expanding role – Global issues and challenges, Cross Cultural Differences – Cross – Cultural Research Methodology– Hofstede’s Hermes Study, Managerial Implications. Hofstede’s model-understanding workplace values

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: TRAINING, DEVELOPMENT AND APPRAISAL 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 competency models for competency appraisal

UNIT IV: INTERNATIONAL COMPENSATION PRACTICES

Compensation Management: International Compensation – Objectives, Components – Approaches of Compensation in Global Assignments – Culture and Compensation

UNIT V: INTERNATIONAL INDUSTRIAL RELATIONS & PEOPLE MANAGEMENT

Industrial Relations at Global Level: IR Scenario in Global Organizations – Trade Unions at International Level – Unions and International Industrial Relations. 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:

On Successful completion of the course, students will be able to

1. Describe the fundamental concepts and models of international HRM.
2. Prepare the action plan for International staffing procedures and Expatriation – Issues and Challenges of Expatriation and Repatriation.
3. Appraise, Train and Develop in the global perspective and apply the competency models for competency appraisal
4. Apply the knowledge for the best International compensation practices and philosophy of international compensation.
5. Practice with the applications of the art of Managing effectively international industrial relations and people management, participative management of different countries

Text Book:

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.

Reference Books:

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 Sumantra Ghoshal, Managing Across Borders: The Transnational Solution, Harvard Business School Press, 1998.

L	T	P	C
3	1	0	4

Course Prerequisite: HRM

Course Description:

This course develops an understanding on the human resources planning at macro and micro level during the course delivery. By use of HR Demand and Supply forecasting techniques, the students will be able to explore the gap in HR system and design interventions, so that the gap is appropriately bridged.

Course objectives:

1. To familiarize the significance of HR planning at micro and macro level.
2. To understand the application of various methods of forecasting HR Demand
3. To study the various methods of forecasting HR Supply
4. To learn and acquire various HR interventions to bridge the gap from case to case basis.
5. To find the difference between HR Audit and Accounting and barriers to HRP

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, 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, competency mapping -procedures and steps, methods of data collection for mapping, developing competency models from raw data; Estimating External source of supply: Labour Market behavior, Methods of Forecasting Supply- Staffing and Manning table, Markov. Replacement chart

UNIT IV: BRIDGING HR GAP

Managing HR Shortage- Strategic Staffing- online recruitment; employee referrals; recruitment process outsourcing, head hunting, tests for selection of employees, use of psychological test, selection process, interviewing skills, errors in selection. Case: Profiling of Candidates; Training and Development, HR Outsourcing; Promotion and Transfer; Managing HR Surplus- Employee Separation- lay off, retrenchment, VRS, transfer, workforce redeployment, Employer branding.

UNIT V: HUMAN RESOURCE MEASUREMENT

Potential and Performance Planning; Human Resource Audit and its implications, Human Resource Accounting (HRA)- 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:

On Successful completion of the course, students will be able to

1. Practice of HR planning at micro and macro level.
2. Apply the various methods of forecasting HR Demand
3. Demonstrate the various methods of forecasting HR Supply
4. Managing HR shortage and surplus to fill the gap
5. HR measurement and practices on Accounting knowledge to practical situations and to find how to overcome the barriers to HRP.

Text Book:

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

Reference Books:

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, Paramount
4. SekhriArun, Human Resource Planning & Audit, Himalaya Publishing House.
5. Anne Anastasi, Susanurbina, Psychologicaltesting, PHI

18MBAP411

TALENT MANAGEMENT

L	T	P	C
3	1	0	4

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 help the students to learn elements of talent management within a framework that uses concrete examples, real language, and contemporary business applications.

Course objectives:

1. To understand the concept and approaches to talent management and strategic importance of Talent identification, integration, and retention
2. To learn talent management practices and process
3. To know how to identify the pool of talents and various ways of procuring and developing the talent and establishing the sound talent management system
4. To monitor and measure the employee turnover cost and find the employee engagement techniques.
5. To measure the contribution of talent to business performance and, find the ways to transform the HR for the sound health of the organization

UNIT I: INTRODUCTION

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

UNIT II: TALENT MANAGEMENT PRACTICES AND PROCESS

Building the talent pipeline; Key factors and different aspects of talent management; using talent management processes to drive culture of excellence; Talent management in India; Future directions in talent management practice.

UNIT III: TALENT PROCUREMENT AND DEPLOYMENT

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

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:

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

1. Execute with the sound strategic approaches to identify Talent identification, integration, and retention
2. Identify and appreciate the concept and approaches of talent management
3. Apply the knowledge to establish the sound talent management system by the way of Talent procurement and deployment
4. Demonstrate employee engagement concepts to reduce the employee turnover.
5. Measure the talent of an individual and develop a Talent corpus for next generation.

Text Book:

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

Reference Books:

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.

18MBAP412 INDUSTRIAL RELATION AND LABOUR LEGISLATIONS

L	T	P	C
3	1	0	4

Course Prerequisite: None

Course Description:

This course is designed to offer an insight on the Industrial Relation System and legislative framework in India. As ILO has a special impact on development of IR System in India, its role in shaping IR framework has also been incorporated in this course.

Course objectives:

1. To impart knowledge of the contents of the laws relating to Trade Unions and approaches to industrial relation
2. To study Industrial Disputes and its causes and Grievance Management
3. To Understand Labour Legislations Concerning Working Conditions
4. To develop an understanding of the interaction pattern among labour, management and the State.
5. To acquaint basic knowledge of the Indian Industrial practices in India in comparison with other countries.

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.

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:

Upon Successful completion of the course, students will be able to

1. Execute with approaches to Industrial Relation and Trade Unionism
2. Analyze and identify various legal machineries to settle industrial disputes.
3. Aware of the best practices of labor legislations concerning working conditions
4. Practice the laws concerning wages and labour safety.
5. Identify and adopt the best practices in respective industries

Text Book:

1. Venkataratnam. C. S. Industrial Relations: Text and Cases. Delhi. Oxford University Press.
2. Industrial Relations, Trade Union & Labor Legislation, Sinha, Sinha, Shekhar, Pearson

Reference Books:

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.
4. Industrial Jurisprudence & Labor Legislation, A.M. Sharma, HPH
5. Industrial and Labour Legislations, L.M. Porwal and Sanjeev Kumar - Vrinda

L	T	P	C
3	1	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. To Recognize an improvement in your ability to synthesize, articulate, and disseminate information and knowledge concerning organizational change to others through dialogue and critique.
2. To organizational change processes from multiple role perspectives
3. To learn approaches and strategies for managing organizational change
4. To describe and explain the steps involved to effectively manage organizational change in a variety of contexts and settings.
5. To distinguish between different types and terminologies of organizational change.

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 7S 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. **Mapping Change-Fishbone cause and effect (qualitative analysis)**

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: OD CONSULTATION & 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. **Behavior modelling simulation exercises**

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. 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 Book:

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

Reference Books:

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, Daniel Robey& Steven Actman, Macmillan.

18MBAP414

REWARD MANAGEMENT

L	T	P	C
3	1	0	4

Course Prerequisite:**Course Description:**

The course provides students 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 jobseekers and the behavior of current employees. The course provides a systematic guideline or roadmap for identifying and designing reward systems that add value. Effective reward management is 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 contribute to achieve the goals of the organization and its individual members.

Course objectives:

1. To Relate reward management to behavioral theories and concepts and within the wider context of human resources management
2. To Identify the internal and external environmental factors that have an impact on the pay structure of an organization
3. To provide the theoretical foundations of reward and remuneration strategies in organizations.
4. To explain the issues in designing the reward systems, the methods and aims of different forms of payment systems
5. To be aware of the employer's 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. **Rank correlation**

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:

Upon Successful completion of the course, students will be able to

1. Describe the relationship between the environment, strategy and systems of reward management.
2. identify the conceptual apparatus and theoretical debates informing reward management.
3. Analyze the relationship between pay and performance in the organization.
4. understand the statutory provisions with regards to pay.
5. Compare the International pay and Expatriate reward systems.

Text Book:

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.

Reference Books:

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

MARKETING MANAGEMENT

L	T	P	C
3	1	0	4

Course Prerequisite: None

Course Description:

Digital marketing course has been designed to help 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:

To provide

1. A Historical perspective of digital Marketing
2. An overview of web marketing strategies and best practices
3. An Understanding of the concepts of web marketing
4. An understanding of web marketing goals
5. Understanding of resource allocation and measurement of out comes

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, 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 MARKETING 1

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: How to get started in social

media. Social media profile creation and optimization, Advertising Campaign-PPV,PPC ,PPA etc, 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.

UNIT IV: SOCIAL MEDIA MARKETING 2

Facebook Ad Manager, Campaign Objective-Awareness, Consideration and Conversion, Audience, Placements, Budget and Schedule, Ad Format, Media. Facebook Analytics YouTube Branding, How to Create YouTube Channel, YouTube Analytics, Twitter Marketing, LinkedIn Marketing, WhatsApp Business, Google AdWords and Google AdSense and Affiliate Marketing.

UNIT V: ONLINE REPUTATION & CONTENT MANAGEMENT

Online Reputation Management: Brand management, Tools to monitor online brand reputation, Communication online best practices, Email Marketing, Mobile Marketing, Content Management-Types of Digital Content Management, Content Governance , Content Management System and Tools.

Recommended Software and Websites for Data Analysis:

Mail Chimp, ZOHO, Drip, WordPress, Rankur, WIX, Blogger,ENVATO, Canva, HubSpot, Marketo, Vocus, Facebook.com, Twitter.com, YouTube.com, LinkedIn.Com

Recommended Online Exams and Certification Courses:

Facebook Blueprint Certification, Google AdWords(5 Modules), Google Digital Unlocked, Google Analytics, YouTube Certifications

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:

Upon Successful completion of the course, students will be able to

1. Defend Requirements for web market
2. Develop web marketing strategies
3. Assess effectiveness of strategies
4. Leverage different web resources for successful implementation of marketing strategies
5. Manage online marketing content

Text Book:

1. 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

18MBAP416

RETAIL MANAGEMENT

L	T	P	C
3	1	0	4

Course Prerequisite: Basics of Marketing

Course Description:

Provides an in-depth understanding of retail management. Topics include an overview of retail marketing, location strategy; merchandising; pricing and distribution; promotion including communications, store layout, store design, visual merchandising; and customer service.

Course Objectives:

1. To provide insight into retail sector.
2. To explain various strategies adopted in retail sector.
3. To illustrate the various promotional tools used in retail sector.
4. To explain the various methods of managing retail store and its merchandise.
5. To discuss the emerging trends in retail sector.

UNIT I: OVERVIEW OF RETAILING

Definition and Scope, Retailers' Role in Distribution Channel, Benefits of retailing. Indian Retail Industry: Factors Behind growth – Changing scenario of global retail sector – Classification of Retailers - Store Based and Non- Store Based Retailers.

UNIT II: RETAIL MARKET STRATEGY

Definition of Retail Market Strategy, Target Market and Retail Format, Building Sustainable Competitive Advantage – Strategic Positioning – Retail location – types, location opportunities – selection of location – Retail pricing.

UNIT III: RETAIL PROMOTION

Retail promotion– methods for communicating with customers: advertising, sales promotion, public relations, personal selling, Retail communication program. Thumb rule method- Assigning the promotional budget, implementing the advertising programs.

UNIT IV: RETAIL STORE AND MERCHANDISE MANAGEMENT

Basics of Retail Merchandising, Process of Merchandise Planning, Methods of Merchandise Procurement, Retail Pricing and Evaluating Merchandise Performance. Visual Merchandise Management – Space Management – Retail Inventory Management – Retail store brands

UNIT V: EMERGING TRENDS IN RETAILING

Online retailing – Growth drivers of online retailing – role of technology in e tailing – future of online retailing – retailing of services – Future trends in retailing.

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:

Upon Successful completion of the course, students will be able to

1. Analyse trends in retail sector
2. Execute retail-marketing strategies.
3. Use promotional tools in retail sector effectively.
4. Analyse retailmerchandizing process.
5. Implement strategic changes to be in sync with the industry.

Text Book:

1. Chetan Bajaj, RajnishTuli, Varma and Srivastava, Retail Management, Oxford University Press, New Delhi.
2. Michael lacy, Barton A Weitz and Ajay Pandit, Retail management, Tata Mc Graw Hill Education Pvt. Ltd. New Delhi.

Recommended Books:

1. Retailing Management – Text and Cases, Swapna Pradhan, 3rd Edn., Tata Mc Graw Hill.
2. Retail Marketing Management - Dravid Gilbert, 2/e, Pearson Education.
3. The Art of Retailing - A. J. Lamba,McGraw Hill.
4. Retail Strategies- understanding why we shop, Jim, Jaico Publishing House, Mumbai

L	T	P	C
3	1	0	4

Course Prerequisite: Basics of Marketing

Course Description:

Students will develop an appreciation for the influence consumer behaviour has on marketing activities. Students will be able to apply psychological, social and cultural concepts to marketing decision- making. The course is also 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 Objectives:

1. To gain factual knowledge about consumer behavior & CRM
2. To learn fundamental principles or theories of consumer behaviour
3. To learn consumer decision making process and how consumer decision making process is affected by social and cultural aspects.
4. To impart the skill-based knowledge of Customer Relationship Management.
5. To aware of the concepts and practices of CRM

UNIT-I: INTRODUCTION TO CONSUMER BEHAVIOR

Introduction, Nature, Scope and Significance, –Customer Value, Satisfaction, Customer Relation and Retention, Characteristics of Indian Consumer, Factors Influencing Consumer Behavior, Consumer Decision Making Process. Consumer as an Individual: Consumer Psychology- Motivation, Personality, Perception. Consumer learning, Attitude Formation & Change and Customer Communication

UNIT-II: SOCIAL AND CULTURAL DETERMINANTS

Culture, Sub-Culture, Buying Decision Roles, Types of Buying Behaviour, Family Life Cycle –Life Style & Personality, Reference Groups, Models of Consumer Behavior –Nicosia Model, Howard and Sheth Model, Engel –Kollat–Blackwell Model.

UNIT-III: CUSTOMER RELATIONSHIP MANAGEMENT FUNDAMENTALS

Evolution of relationship marketing, Stages of relationship, Issues of relationship, Purpose of relationship marketing, CRM Definitions, Emergence of CRM practice:, CRM cycle, Stakeholders in CRM, Significance of CRM, Types of CRM, Success Factors in CRM, e-CRM, Features and advantage of e-CRM, Application of Microsoft dynamics in Customer service

UNIT-IV: CUSTOMER RELATIONSHIP MANAGEMENT EMERGING PERSPECTIVES:

Employee-Organization Relationship, Employee- Customer Linkage, Employee customer orientation, Factors effecting employee's customer-oriented behavior, Service Failure, Service Recovery Management, Service Recovery Paradox, Customer Life time value, Customer profitability, Customer recall management, Customer Revenge

UNIT -V: CUSTOMER SATISFACTION & CUSTOMER LOYALTY:

Meaning, Definition, Significance of Customer Satisfaction, Components of Customer Satisfaction, Customer Loyalty, Model of Customer Loyalty, Measuring Customer Satisfaction, Customer satisfaction and marketing program evaluation, Customer Satisfaction Practices

Cases Related to: Customer relationship management practices in retail industry, hospitality industry, banking industry, telecom industry, and aviation industry

Text Book:

1. Leon G. Schiffman, Kanuk & Ramesh Kumar, Consumer Behavior, Pearson- 10thEdn
2. Rai A.K., Customer Relationship Management: Concepts & Cases, 2nd Edn, PHI Learning.
3. Sheth, J. N.; Parvatiyar A. & Shainesh G. Customer Relationship Management-Emerging Concepts, Tools, & Applications, Tata McGraw-Hill Education
4. Bhasin., Customer Relationship Management, Wiley Dreamtech

Reference Books:

1. Consumer Behavior; Concepts and Applications – Loudon and Bitta – 4th Edition, TMH
2. Consumer Behavior: Insights from Indian Market – Ramanuj Majundar – PHI
3. Knox Simon, Payne Adrian & Maklan Stan., Customer Relationship Management, Routledge Inc.
4. Dyche., Customer Relationship Management Handbook, Prentice Hall

Course Outcomes

Upon Successful completion of the course, students will be able to

1. Understand concepts used in the study of consumer behavior.
2. Apply the knowledge of consumer behavior concepts to analyze changing consumer profiles and factors influencing consumer purchase decision
3. Create better marketing programs and strategies basing on the knowledge of consumer behavior.
4. Understand customer relationship management practices of modern business world.
5. Apply different concepts of CRM to develop customer relationship strategies.

18MBAP418

ADVERTISEMENT AND SALES MANAGEMENT

L	T	P	C
3	1	0	4

Course Prerequisite:**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:

To provide

1. An understanding of the concepts of advertising and sales promotions
2. An understanding of mass media campaign
3. An understanding of principles of advertising campaign Planning
4. An understanding strategies in creative advertising.
5. To explain the theories, concepts and challenges associated with sales promotion

UNIT-I : ADVERTISING - AN INTRODUCTION

Origin and Development - Definition and Classification - Planning Framework - Organising Framework - the Advertiser and the Advertising Agency interface Strategic Advertising Decisions - Setting Advertising Objectives – The Budget Decision – Preparing the Product and Media Brief

UNIT-II: COPY AND MEDIA DECISIONS

Visualization of Ad Layout – Elements of Ad Copy and Creation – Principles of verbal versus visual thinkers, Styles and Stages in advertising copy creation - Copy (Pre-) Testing methods and measurements.

Media Planning and Selection – Concepts of Reach, Frequency, Continuity, and Selectivity – Measures of Media Cost Efficiency – Media (Readership/ Viewership) Research. permission marketing and privacy, ethical concerns.

UNIT-III: MEASURING ADVERTISING EFFECTIVENESS

Control of Advertising by practitioners, media and the market - Advertising in the International Market-place – Advertising and Principles of Integrated Marketing Communication and Image Building.

UNIT IV: SALES MANAGEMENT

Meaning, Nature, and Scope of Sales Management, Sales as a function of Marketing Management, Sales Management process, Selling Process, Theories of Selling, Types of Selling , Selling Functions and Sales Forecasting, Sales presentation-Mode, Designing and delivery,

UNIT-V: SALESMANSHIP AND SALES PROMOTION

Role of Sales Manager, Sales Management and Salesmanship, Qualities of a Successful Salesman, Sales organizations. Sales Force Structure, Recruitment, Selection and Training, Sales Audit, Sales Promotion-Introduction Types - Consumer and Trade Promotions - Sales Promotion Strategies and Practices, Cross Promotions, Bait and Switch advertising issues.

Recommended Software's for Data Analysis

InMotion Now, FunctionPoint, Monday, Wrike, Marketing 360, UpClear

Course Outcome:

Upon Successful completion of the course, students will be able to

1. Adopt an integrated marketing communications orientation; organizational, planning, and execution implications
2. Analyse 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, Bunnett & Moriarty, Advertising – Principles and Practice, Prentice Hall of India, 2002.

Reference Books:

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

L	T	P	C
3	0	0	3

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 tradeoffs associated with reducing costs and increasing responsiveness, this course will also delve into the supply chain issues such as sourcing and the need for greater visibility in supply chains. The relationship between supply chain management and sustainability is also included.

Course Objectives:

The objective of this course is to provide an understanding of

1. The objectives of a supply chain
2. The factors affecting distribution network
3. The significance of forecasting for supply chain management
4. How inventory is planned and managed
5. How to plan and manage a transportation network

UNIT I: UNDERSTANDING SUPPLY CHAIN

Understanding supply chain: what is a supply chain, objectives of a supply, importance of supply chain decisions, decision phases in a supply chain, process view of a supply chain, examples of supply chain; Supply chain performance, supply chain drivers and metrics: facilities, inventory, transportation, information, sourcing, pricing

End of the chapter case studies will be used to illustrate quantitative aspects of the unit if any

UNIT II: SUPPLY CHAIN DESIGN

Designing distribution network and application to e-business; role of distribution in a supply chain, factors affecting distribution network, E-business and distribution network, distribution network in practice.

UNIT III: DEMAND FORECASTING IN A SUPPLY CHAIN

Demand forecasting in a supply chain: role of forecasting in a supply chain, components of forecasting and forecasting methods, time series methods, measures of forecasting errors, role of IT in forecasting, risk management in forecasting, forecasting in practice.

End of the chapter case studies will be used to illustrate quantitative aspects of the unit if any

UNIT IV: PLANNING AND MANAGING INVENTORIES IN A SUPPLY CHAIN

Planning and managing inventories in a supply chain: managing economies of scale: role of cycle inventory, economies of scale, and quantity discounts, role of safety stock, determining the appropriate level of safety stock, impact of replenishment policy

End of the chapter case studies will be used to illustrate quantitative aspects of the unit if any

UNIT V: DESIGNING AND PLANNING TRANSPORTATION NETWORK

Designing and planning transportation network: role of transportation in supply chain, modes of transport, making transportation decision in practice, role of sourcing, third and fourth party logistics providers, supply selection: supplier assessment, auctions, and negotiations, contracts, procurement process, sourcing planning analysis, coordination of supply chain building strategic partnerships

End of the chapter case studies will be used to illustrate quantitative aspects of the unit if any

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:

Upon Successful completion of the course, students will be able to

1. Establish the objectives of a supply chain
2. Design and develop appropriate distribution network considering the factors affecting.
3. Perform forecasting using tools appropriate for situation encountered
4. Plan and manage inventory
5. Plan and design a transportation network

Text Book:

1. Sunil Chopra and peter Meindl, Pearson Prentice Hall, 3r edition 2007 or more recent edition

Reference Books:

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

18MBAP420

BRAND MANAGEMENT

L	T	P	C
3	1	0	4

Course Prerequisite: Basics of Marketing

Course Description:

The course builds on existing communications and consumer behaviour 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, measurement of brand performance and strategies to sustain and build over time.

Course Objective

1. To understand the significance of Branding.
2. To identify a brand.
3. To demonstrate how to position a brand.
4. To elucidate how to enhance brand value through appropriate communication
5. To teach how to assess brand performance/personality.

UNIT I: INTRODUCTION

Concept of brand, significance and objectives of branding, different types of brands, Branding Challenges and opportunities, planning and implementing brand programme, Branding in India: Challenges and opportunities. Branding and Rural Markets. Global Branding strategies.

UNIT II: BRAND IDENTITY

Brand Identity: concept, elements, benefits, developing brand identity system, brand identity structure, Brand knowledge, Brand awareness & Brand Image, brand failures, Identity, co-brands, store brands, launching new brands.

UNIT III: BRAND POSITIONING AND EQUITY

Brand positioning: Definition of Target Market & Market Segmentation. Establishing the Points of Parity & Points of Difference. Brand positioning guidelines, establishing brand values.

Brand equity: concept, elements, types of brand equity: cost based, price brand and customer-based brand equity, need for measuring brand equity, Keller's CBBE Model, brand equity –Issues.

UNIT IV: BRAND COMMUNICATIONS AND EXTENSION

Advertising and brand building, Brand promotion methods, Integrated Marketing communications for brand building. Brand extension: concept, need, merits and demerits, guidelines, types. Re-branding and Re-launching, Factors influencing extension decisions, 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 personality: concept, definition, importance, dimensions. Brand personality and brand image in managing brands.

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:

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

1. Identify need for branding.
2. Develop a brand using branding models.
3. Use the appropriate framework to position a given brand.
4. Use appropriate brand communication to enhance the brand value.
5. Assess brand performance/personality.

Text Book:

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.

Reference Books:

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: Assignments, Seminars, Written Examinations

18MBAP421

SERVICES MARKETING

L	T	P	C
3	1	0	4

Course Prerequisite:**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 appreciate the significance of services marketing in the global market.
2. To deliver insights to Consumer Decision Making Process in Services Market.
3. To describe services marketing mix
4. To distinguish the importance of managing relationship & service quality
5. To enlighten students with services industries in India

UNIT I: INTRODUCTION TO SERVICES MARKETING

Services Marketing – Characteristics – Tangibility Spectrum – Classification of Services – Growth of Services in Indian economy – Influencing Factors – Goods Vs Services Marketing – Challenges for Service Organizations

UNIT II: BUYER BEHAVIOUR & SELECTING SERVICE MARKETS

Consumer Decision Making Process in Services – Customer Expectations & Zone of Tolerance – Determinants – Segmentation, Targeting & Positioning – Service Strategy – Managing Demand and Capacity

UNIT III: ELEMENTS OF SERVICES MARKETING MIX

Inadequacy of 4 Ps – Extended Services Marketing Mix – Service Product Development – Role of Customer & Value Creation – Branding of Services – Pricing of Services – Strategies – Educating & Promoting Services – Managing People for service advantage – Mediocrity & Success – Process in Services – Services Blueprinting – Service Environment – Service scapes – Physical Evidence & Challenges

UNIT IV: MANAGING RELATIONSHIP & SERVICE QUALITY

Customer Relationships in Services – Loyalty – Managing Service Quality – GAP & SERVQUAL MODELS – Measuring Service Quality – Strategies to improve Service Quality

UNIT V: SERVICES INDUSTRIES IN INDIA

Marketing of Tourism, Travel & Transportation Services – Marketing of Financial Services: Banking, Insurance & Mutual Funds. Communication & Information Services: Telecom & Postal

Services, Courier. Marketing of Professional Services: Healthcare, Consultancy, Information Technology, Promotion Services – Marketing of Educational Services – Charities & Social Services Marketing

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:

Upon Successful completion of the course, students will be able to

1. Able to explain the Services Marketing characteristics and its unique challenges.
2. Able to distinguish buyer behavior in service market & selecting service markets
3. Be able to identify critical issues services marketing mix.
4. Able to manage relationship in service industry and manage service quality.
5. Describe about Services industries in India

Text Book:

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 HillPublishing Co. yr. 2000.

Reference Books:

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.

STRATEGIC MANAGEMENT

18MBAP422 MULTINATIONAL & TRANSNATIONAL STRATEGY MANAGEMENT

L	T	P	C
3	1	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 the concept and issues of multinational companies in globalized economy;
2. To elucidate strategy content and its formulations;
3. To explain the management process and organizational design in strategy implementation in the MNC's.
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

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. (External factor evaluation matrix) (Internal Factor evaluation Matrix)

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, and expatriate selections: profiling of the candidates, orientations; expatriate training: training need assessment, training program design and delivery, training program evaluations; performance appraisal: identifying KRAs, methods and usage of performance results for various purposes; expatriate compensations: (HR analytics)

UNIT V:STRATEGY IMPLEMENTATION FOR MULTINATIONAL COMPANIES: INTERACTION PROCESS

International negotiation and cross-cultural communication, motivation in cross cultural companies, global leadership.

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:

Upon Successful completion of the course, students will be able to

1. Acquire the concept and issues of multinational companies in globalized economy;
2. Implement the strategy content and its formulations;
3. Outline the management process and organizational design in strategy implementation
4. Cognize HRM interface in strategy implementation for multinational companies
5. Spearhead international negotiation and cross-cultural communication

Text Book:

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.

Reference Books:

1. Wilma W.Swen –“Non-Cooperation -the Dark Side of Strategic Alliances”, Palgrave Macmillan (June 2005). ISBN:1-4039-4565-9
2. Segil, Lorraine (Vantage Partners) –“Measuring The Value of Partnering –How to use metrics to plan, develop, and implement successful alliances”, Amacom (2004). ISBN: 0- 8144-0778-1
3. Spekman, Robert E. and Isabella, Lynn A. –“Alliance competence –maximizing the value of our partnerships” –John Wiley & Sons, inc. (2000)

L	T	P	C
3	1	0	4

Course Prerequisite:**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 develop a deeper understanding of the meanings of the different types of strategic alliances and networks.
2. To gain insights into several companies' use of alliances and networks.
3. To explain the Alliance Research Methodologies
4. To acquaint complexities about administrative structures, control systems etc. in managing alliances with partners and effectively dealing with it.
5. To make 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 organizational 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. (competitive profile matrix)

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 . 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(MARKOV CHAIN)

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:

Upon Successful completion of the course, students will be able to

1. Illustrate the different types of alliances and networks.
2. Critique insights into several companies' use of alliances and networks.
3. Devise the Alliance Research Methodologies
4. Discover the complexities about administrative structures, control systems etc. in managing alliances with partners and effectively dealing with it.
5. Synthesize Networks of Strategic Alliances.

Text Book:

1. Mike Nevin-“The Strategic Alliance Handbook”; Gower; New edition (Oct. 2014). ISBN-10: 0566087790
2. Brian Tjemkes; Pepijn Vos; Koen Burgers –“Strategic Alliance Management”; Routledge (2012). ISBN 978-0415681292
3. Ranjay Gulati –“managing network resources –Alliances, Affiliations, and Other Relational Assets”; Oxford University Press (2007). ISBN 978-0-19-929935-5

Reference Books:

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. SrinivasaRangan](#), “Strategic Alliances: An Entrepreneurial Approach to Globalization”, Harvard Business Press

L	T	P	C
3	1	0	4

Course Prerequisite:**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. (Balance score card softwares) www.webbsc.com

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 (DEA analysis)

UNIT V: ISSUES AND CHALLENGES OF STRATEGIC CONTROL

Monitoring and control of strategic formulation and implementation – Hierarchy of control activities – Issues and challenges

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:

Upon Successful completion of the course, students will be able to

1. Appraise the overview of strategic evaluation;
2. Formulate process of strategic evaluation;
3. Evaluate the significance, characteristics and types of strategic evaluation and control;
4. Identify critical success factors of strategy and control
5. Contrast issues and challenges of strategic control

Text Book:

1. Harvard Business Review on Strategic Alliances, Harvard Business School Press, 2002, ISBN: 1591391334

Reference Books:

1. UpendraKachru, "Strategic Management: Concepts & Cases", Excel Books.
2. V.S. Ramaswamy, S. Namakumari, "Strategic Planning: Formulation of Corporate Strategy", Macmillan Publishing House Ltd.
3. R.M. Shivastava, "Management Policy & Strategic Management", Himalaya Publishing House, Mumbai.
4. Craig R. Hickman & Michael A. Silva, "Creating Excellence", London Universal Book Stall, New Delhi.
5. R. Srinivasan (2014), "Strategic Management: The Indian Context", Prentice Hall India
6. AzharKazmi, "Strategic Management and Business Policy", Tata McGraw Hill, New Delhi.
7. Thomas Wheelen, Thomas Hunger, J. David Hunger, Concepts in Strategic Management and Business Policy, Pearson Education, New Delhi.

L	T	P	C
3	1	0	4

Course Prerequisite:**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:

1. To impart students an understanding of green business, its advantages and issues.
2. To provide knowledge over the strategies for building eco-business
3. To understand the approaches of ecological economics;
4. To elucidate issues at the time of implementing strategies for green business
5. To explain green business management techniques and methods

UNIT-I: INTRODUCTION TO GREEN MANAGEMENT:

The Concept of Green Management; Evolution; nature, scope, importance and types; Green Management in India; Relevance in twenty first century.

UNIT-II: ORGANIZATIONAL ENVIRONMENT;

Indian Corporate Structure and Environment; How to go green; spreading the concept in organization; Environmental and sustainability issues to produce high-tech components and materials, Life Cycle Analysis of materials, sustainable production and its role in corporate environmental responsibility (CER).

UNIT-III: APPROACHES FROM ECOLOGICAL ECONOMICS;

Indicators of sustainability; Eco- system services and their sustainable use; Bio-diversity; Indian perspective; Alternate theories

UNIT-IV: ENVIRONMENTAL REPORTING AND ISO 14001;

Climate change business and ISO 14064; Green financing; Financial initiative by UNEP; Green energy management; Green product management.

UNIT-V: GREEN BUSINESS TECHNIQUES AND METHODS;

Green tax incentives and rebates (to green projects and companies); Green project management in action; Business re-design; Eco-commerce models

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:

Upon Successful completion of the course, students will be able to

1. Use the concept of green business;
2. Build eco-advantage strategies;
3. Imbibe eco-advantage economics;
4. Develop implementable green business strategies; and
5. Apply the green business techniques and methods

Text Book:

1. Vom Brocke, J., Seidel, S., & Recker, J. (Eds.). (2012). Green Business Process Management: towards the sustainable enterprise. Springer Science & Business Media.
2. Sommer, A. (2012). Managing green business model transformations. Springer Science & Business Media.
3. Tehrani, N. (2011). Understanding Green Business. AuthorHouse.

Reference Books:

1. Green Marketing and Management: A global Perspective by John F. Whaik, Qbase Technologies.
2. Green Project Management by Richard Maltzman And David Shiden, CRC Press Books.
3. Green and World by Andrew S. Winston, Yale Press B

18MBAP426

MANAGING INNOVATION

L	T	P	C
3	1	0	4

Course Description:

The course will focus on both the theoretical and analytical understanding 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 analyze, design and implement innovations.

Course Objectives:

1. To explain the significance of innovation for an organization.
2. To explain the process of innovation.
3. To identify the sources of innovation;
4. To discover how innovation can be used to develop new products and services; and
5. To describe the benefits arising out of innovation.

UNIT-I INTRODUCTION:

Why Innovation Matters-Innovation and Entrepreneurship - How Innovation Matters- Old Question- New Context- What is Innovation- A Process View of Innovation-Scope for/Types of Innovation- Exploring Different Aspects of Innovation- Managing Innovation.

UNIT-II: INNOVATION AS A CORE BUSINESS PROCESS

Variations on a Theme- A Contingency Model of the Innovation Process- Evolving Models of the Process- Can We Manage Innovation- Building and Developing Routines Across the Core Process- Learning to Manage Innovation- Measuring Innovation Success- What Do We Know About Successful Innovation Management Diffusion of Innovation-Roger model - Success Routines in Innovation Management- Beyond the Steady State.

UNIT-III: SOURCES OF INNOVATION:

Where do Innovations Come From- Knowledge Push- Need Pull - Whose Needs?- Towards Mass Customization- Users as Innovators - Extreme Users- Watching Others- Recombinant Innovation- Design-led Innovation – Regulation- Futures and Forecasting- Accidents- A Framework for Looking at Innovation Sources- How to Search- Absorptive Capacity-Balancing Exploitation and Exploration- Tools and Mechanisms to Enable Search-Two Dimensions of Innovation Search-A Map of Innovation Search Space.

UNIT-IV CREATING NEW PRODUCTS AND SERVICES:

Processes for New Product Development, Influence of Technology and Markets on Commercialization, Differentiating Products, Building Architectural Products, Commercializing Technological Products, Implementing Complex Products, Service Innovation.

UNIT-V: CAPTURING THE BENEFITS OF INNOVATION:

Creating Value Through Innovation, Innovation and Firm Performance, Exploiting Knowledge and Intellectual Property, Broader Economic and Social Benefits, Choosing a Business Model.

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:

Upon Successful completion of the course, students will be able to

1. Create an environment for innovation;
2. Manage Innovation.
3. Tap sources of innovation for the benefit of organization.
4. design and create new products; and
5. Compute the value from innovations.

Text Book:

1. Fourth Eye: Excellence Through Creativity - A Fresh Approach to Effective Management of Individual, Organizational and Social Creativity Paperback by Pradip N. Khandwalla (Sage publications)
2. Corporate Creativity: The Winning Edge (Tata McGraw Hill)
3. Managing Innovation: Integrating Technological, Market and Organizational Change, 5th Edition by Joe Tidd, John R. Bessant wiley publications

Reference Books:

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)

18MBAP427 COMPETING THROUGH BUSINESS MODEL

L	T	P	C
3	1	0	4

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, Healthcare, Hospitality

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:

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.

Text Book:

1. O Grossman, K Frankenberger, Michaela CSIK. (2014). The Business Model Navigator. FT Publishing Financial Times.

Reference Book:

1. David Watson. (2014). Business Model: Investing in Companies and Sectors with Strong Competitive Advantages. Harrimon House

18MBAP428

DYNAMICS OF FRAMING & EXECUTING STRATEGY

L	T	P	C
3	1	0	4

Course Prerequisite:**Course Description:**

The course aims to impart the students with an overview of framing and executing the strategies

Course Objectives:

1. To aware and analyze the hyper-turbulent business environment.
2. To gain insights into strategic models, which successful deploy organizations to develop their strategies.
3. To understand designing principles to create organizations capable of performing in uncertainty and hyper-turbulence.
4. To aware about HR/People systems and processes required for emergent organizational forms.
5. To explain about business life cycles and strategies.

UNIT I: INTRODUCTION

Understanding Emerging Environment: Emergence and Understanding Hyper-turbulence environment, Networks and Business Eco-Systems, Role of Information Technology in Shaping Business Environment, Understanding Impact of Technological Discontinuities, Law of Increasing Returns in Networked, Knowledge-Based Economy. Trend analysis, scenarios and simulations

UNIT II: CHANGING MODELS OF STRATEGY

Changing Models of Strategy, Strategy-Making under Uncertainty, Application of Complexity/Chaos Theory to Strategy, Strategy as “Sense-Making”, Shaping and Adapting to Networks

UNIT III: NEW FORMS OF ORGANISATION

New Forms of Organization, Organizations as Networks, Types of Network Organizations /Clusters: Kingdom and the Republic, Self-Organizing Systems, Organizational Designs for Change and Innovation, Designing Principle for New Forms of Organizations

UNIT IV: PEOPLE AND PROCESS ISSUES IN EMERGING ORGANISATIONAL FORMS

People and Process issues in Emerging Organizational Forms, Systems for Team-Based Functioning, High Performance Work Systems, Managing Empowerment and Accountability, Designing Roles and Systems for Flat, Networked Organizations, Developing Competencies for New Organizational Forms.

UNIT V: BUSINESS LIFE CYCLES AND STRATEGIES

Business Life Cycles and Strategies, Challenges of Shrinking Product Life Cycles, Fostering Innovation as on on-going Process, Challenge of Time Compression, Speed as a Global Competitive

weapon in all business process, The New Corporate S Concept. (AHP) ANALYTIC HIERACHY PROCESS)

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:

Upon Successful completion of the course, students will be able to

1. Intellectual to the frame and analyze the hyper-turbulent business environment.
2. Boost up brain to frame the strategic models which successful deploy organizations to develop their strategies.
3. Able to apply designing principles to create organizations capable of performing in uncertainty and hyper-turbulence.
4. Enable to tackle HR/People systems and processes, required for emergent organizational forms.
5. Capable to apply the business life cycles and strategies.

Text Book:

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

References:

1. Crafting and Executing Strategy: Concepts and Cases, Thompson, Gamble, Jain, 14/e, TMH, 2009.
2. Strategic Management Concepts and Cases, FredR.David 12/e, PHI, 2008
3. Craig R. Hickman & Michael A. Silva, "Creating Excellence", London Universal BookStall, New Delhi.
4. V.S. Ramaswamy, S. Namakumari, "Strategic Planning: Formulation of Corporate Strategy", Macmillan Publishing House Ltd.
5. Lorange, P. and J. Roos, "Strategic Alliances: Formulation, Implementation and Evolution", Blackwell, Oxford

SYSTEMS

L	T	P	C
3	1	0	4

Course Prerequisite: 18MBAP201

Course Description:

This course engages students with key aspects of data aggregation, storage, retrieval, and management

Course Objectives:

1. How to classify data management into various levels
2. How to select the various methods of data storage
3. Introduce the concept of data warehousing
- 4 how to generate and use Meta data
- 5 how to plan and execute data warehouse building

UNIT I: MANAGING DATA

Individual Data Management, Organizational Data Warehousing and Data Management, Components of Organizational 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 Warehousing 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.

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:

Upon Successful completion of the course, students will be able to

1. formulate data management and data warehousing requirements
2. organize data sharing between functional units across different levels of users, and different locations
3. Recommend appropriate structure for data warehousing
4. Define data structures
5. Lead and manage data warehousing projects

Text Book:

1. Data Mining – Concepts and Techniques - Jiawei Han & Micheline Kamber, Morgan Kaufmann Publishers, 2nd Edition, 2006.
3. Data Mining Introductory and advanced topics – Margaret H Dunham, Pearson education
4. Data Mining Techniques – Arun K Pujari, 2nd edition, Universities Press.
5. Introduction to Data Mining – Pang-Ning Tan, Michael Steinbach and Vipin Kumar, Pearson

Reference Books:

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, THM Sivanandam, Thomson, 2009
5. Data Management, Data Bases and Organizations, Richard T Watson : 5/e, Wiley

18MBAP430 IT SYSTEMS MANAGEMENT

L	T	P	C
3	1	0	4

Course Prerequisite: 18MBAP201

Course Description:

Today's Managers face the challenge of deploying and managing Information Technology (IT) solutions in their organizations. While the conceptualization selection building of an information technology solution is an important aspect of a manager's life, there is an urgent need to understand the fundamentals of IT Systems Management from a business perspective. This course introduces a framework for IT Systems Management across the entire life cycle.

Course objectives:

The course will teach the students to

1. Assess the building of a case for IT implementation
2. Explain how choose specific hardware, network storage and software solution.
3. Explain how to choose security management systems for an IT system
4. how to Assess the impact of IT systems on an organization
5. How to evaluate the IT Infrastructure to support change process.

UNIT I: INFORMATION TECHNOLOGY INFRASTRUCTURE

IT Infrastructure: Hardware, Foundations of Business Intelligence: Databases and Information Management and Software, Telecommunications, the Internet, and Wireless Technology

UNIT II: INTRODUCTION OF IT SYSTEMS MANAGEMENT,

Scope and definitions, Current and future Technology – hardware, software, storage, networks, Systems Management frameworks

UNIT III: CHANGE MANAGEMENT PROCESSES

Identifying the need for change, making a business case and measuring return on investment, Managing change – people, tools processes

UNIT IV: CONFIGURATION MANAGEMENT PROCESS

Current and Target Architecture Definitions, Vendor Selection, Solution Deployment

UNIT V: OPERATIONS MANAGEMENT PROCESS

Application Management, Performance Management, Capacity Planning, Business Continuity and Disaster Recovery.

Course outcomes:

Upon Successful completion of the course, students will be able to

1. Asses IT Systems proposals
2. Select appropriate hardware, network storage, and software solutions for given organizational requirements
3. Select the appropriate security management system for a given organizational requirement
4. Assess the impact of an IT system on the organizational performance
5. Evaluate an IT infrastructure for a change process

Text Book:

1. Schiesser, Rich; "It Systems Management". Prentice-Hall of India, New Delhi, 2002.
2. Frenzel, Carrol W.; "Management of Information Technology", Boyd & Fraser, Boston, 1992.
3. Davenport, Thomas H, "Information Ecology – Mastering the information and knowledge environment", Oxford University Press, New York, 1997.
4. (10th Edition) Kenneth Laudon, Jane Laudon-Essentials of Management Information Systems-Prentice Hall (2012)

Reference Books:

1. Phillips, Joseph; "IT Project Management – On track from start to finish", Tata McGraw-Hill, New Delhi, 2002.
2. Williams, Brian K., Stacey C. Sawyer, and Sarah E. Hutchinson; "Using Information Technology – A practical introduction to computers and communications", 3rd edition, Tata McGraw-Hill, New Delhi, 1999.
3. Turban, Efraim., Rainer, R. Kelly, and Potter, Richard E,; "Introduction to Information Technology", John Wiley, 2003.

L	T	P	C
3	1	0	4

Course Prerequisite:**Course Prerequisite: 18MBAP201****Course Description:**

The purpose of this course Software Project Management is to prepare students to manage software project that includes estimates of size and effort, a schedule, resource allocation, configuration control, change management and project risk identification and management.

Course objectives:

To Provide an understanding of

1. The various software products and processes
2. software project planning
3. How software projects are scheduled
4. Test software for quality assurance
5. Project risk assessment

UNIT I: SOFTWARE PRODUCT AND PROCESS

Software Characteristics & Applications, Software Process, Software Process Models; Linear Sequential Model, Prototyping Model, RAD Model, Evolutionary Software Process Models, Software Development Process.

UNIT II: SOFTWARE PROJECT PLANNING

Software Requirement, Software Requirements Specification, Requirements Validation, Software Design Principles, Software Project Estimation: Size Oriented, Function Oriented, Software Metrics, Software Cost Estimation, COCOMO Model.

UNIT III: SOFTWARE PROJECT SCHEDULING:

Project Scheduling, Software Staff & Personnel Planning, Rayleigh Curve, Software Team Organization & Control Structure. Project Monitoring & Control Techniques.

UNIT IV: SOFTWARE QUALITY ASSURANCE & CONFIGURATION MANAGEMENT

Software Quality, Software Quality Assurances, Software Testing, Formal Technical Reviews, ISO Software Quality Standards, Software Configuration Management, SCM Process, Configuration Audit.

UNIT V: RISK MANAGEMENT

Software Risks, Reactive and Pro-active Risk Strategies, Risk Identification, Risk Projection, Risk Mitigation, Risk Monitoring and Management.

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:

Upon Successful completion of the course, students will be able to

1. Describe the configuration of software products
2. Plan software projects
3. Execute software projects
4. Configure and test software for quality and performance
5. Estimate project risks and develop mitigation plans

Text Book:

1. Roger. S. Pressman. (2014). *Software Engineering: A Practitioner's Approach*. 8th Edition, McGraw Hill, New Delhi.
2. Aggarwal, K. K. & Singh, Yogesh. (2007). *Software Engineering*. 3rd Edition, New Age International.

Reference Books:

1. Bob Hughes and Mike Cotterell. (2006). *Software Project MANAGEMENT*. 4th Edition, Tata McGraw Hill, New Delhi.
2. Jack. R. Meredith and Samuel J. Mantel, (2011). *Jr. Project MANAGEMENT: A Managerial Approach*. 8th Edition, John Wiley & Sons, Singapore,
3. Robert K. Wysocki, Robert Beck Jr. and David B. Crane, (2002). *Effective Project MANAGEMENT*. 2nd Edition, John Wiley & Sons, Singapore,.
4. PankajJalote, (2002), *Software Project MANAGEMENT in PRACTICE*, 1st Edition. Pearson Education.

MBA II Year II Semester

MAJOR – IV (Systems)

18MBAP432

IT CONSULTING

L	T	P	C
3	1	0	4

Course Prerequisite: 18MBAP201

Course Description: This course introduces framework for IT consulting across the entire spectrum of services. It enables student to understand

Course Objectives: the course provides an understanding of:

1. How consultants are chosen for different requirements
2. Mapping organizational performance and technology drivers
3. How IT strategies are formulated
4. How IT infrastructure are managed
5. Explain the use of CMM

UNIT I: INTRODUCTION TO IT CONSULTING

Scope and Definitions, Current state and Future trends, Consulting frameworks How to Choose a Consultant, IT Consulting Methodology, Engagement Model, Engagement Methodology, Engagement Team, Engagement Pricing

UNIT II: ENTERPRISE BUSINESS PLANS

Understand Business drivers, Identification of Technology drivers, Mapping of Business & Technology drivers

UNIT III: IT BLUEPRINT / ROAD MAP, STUDY OF AS IS STATE

Recommendations on TO BE State, GAP Analysis & Strategies for bridging, Evaluation of Technology Stack, Features of Technology Stack, Future proofing of Technology Stack

UNIT IV: GOVERNANCE MODELS

Identification of Stakeholders, Understanding Interfaces, Defining Governance Models, Product / Partner Selection, Evaluation Methodology, Evaluation Criteria, Outsourcing Options, In-sourcing, Co-sourcing, Outsourcing

UNIT V: BENCHMARKING PROCESS / QUALITY

benchmarking current levels, Industry Accreditations – CMM approaches, Metrics & Measurements, Identifying Metrics, Defining Measurement Frameworks, Assimilation of Baseline data

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:

Upon Successful completion of the course, students will be able to

1. Contribute to selection of IT consultants
2. Develop link between organizational needs and technology to be used
3. Formulate IT strategy for an organization
4. Manage IT infrastructure of an organization
5. Use CMM to asses status of the organization visa vis the competitors

Text Book:

1. Freedman , Rick; The IT Consultant – A Commonsense Framework for Managing the Client Relationship; John Wiley; New York, 2000.

Reference Books:

1. Cope, Mick; Seven Cs of Consulting – The Definitive Guide to the Consulting Process; 2nd Edition; Pearson Education; London, 2003.
2. Purba, Sanjiv and Bob Delaney; IT Consulting; Osborne / McGraw – Hill; New York, 2003.

MBA II Year I Semester

MINOR– I (Systems)

18MBAP433

DATA MINING FOR BUSINESS DECISIONS

L	T	P	C
3	1	0	4

Course Prerequisite:

Course Description:

In the rapidly changing business environment, with global competition and maturing markets, competitive advantage is extremely important. Business can exploit the wealth of massive amounts of data being collected through operational processes as well as from external sources. This course introduces techniques for data mining and its use in various business applications to enable business decisions. The course uses both hands-on experiences using state-of-the-art data mining tools to model business problems and discover interesting patterns for decision support as well as several cases that discuss strategies, outcomes and impact on organizations when using data mining.

Course Objectives:

1. To develop strong data analytic skills using a case-based approach
2. To enable application of data mining and advanced statistical techniques to business problems. Examples from finance, marketing, operations management and HR will be discussed.
3. To introduce students to the basic concepts and techniques of Data Mining and develop skills of using recent data mining software for solving practical problems.
4. To expose students to independent study and research
5. Develop and apply critical thinking, problem solving, and decision-making skills.

UNIT I INTRODUCTION DATA VISUALIZATION

Understanding business scenarios by analyzing patterns in data. Would cover linear patterns, curved patterns, Normal models, linear models and nonlinear models. Visualizing higher dimensional data.

UNIT II: DECISION TREES

Value of information: Review concepts from probability and discuss construction of decision trees. Applications include use of decision trees to evaluate options,

UNIT III: CLASSIFICATION

General approach to solve a classification problem. Evaluating performance of a classifier. Rule based classification, nearest-neighbor classifiers and Bayes classifiers. Applications include Anomaly detection, fraud detection in credit card etc.

UNIT IV EXPLORATORY AND CONFIRMATORY MODELS

Maximum Likelihood estimation and application to management. Dimensionality Reduction: Principal component analysis, Singular Value Decomposition, Factor Analysis, Multidimensional scaling and cluster analysis

UNIT V: PREDICTIVE MODELLING

Multiple Regressions: Multivariate Linear Regression and Statistical Inference in multiple regressions.

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:

Upon Successful completion of the course, students will be able to

1. Gather and analyze large sets of data to gain useful business understanding.
2. Produce a quantitative/qualitative analysis report/memo with the necessary information to make decisions.
3. Describe and demonstrate basic data mining algorithms, methods, and tools Identifying business applications of data mining
4. Follow the developments in web mining and text mining
5. Develop models for current problems using the skills acquired during the course.

Text Book:

1. Pang-Ning Tan, Michael Steinbach and Vipin Kumar (2009), "Introduction to Data Mining", Pearson Education Inc.

Reference Books:

1. Dean Foster, Robert Stine and Richard Waterman (1998), "Business Analysis using Regression", Springer Verlag.
2. Dimitris Bertsimas and Robert M. Freund (2004), "Data, Models and Decisions: The Fundamentals of Management Science", Dynamic Ideas LLC.

MBA II Year I Semester

MINOR– II (Systems)

18MBAP434

E-BUSINESS

L	T	P	C
3	1	0	4

Course Prerequisite:

Course Description:

This course will provide the students with an analytical and technical framework to understand the emerging world of e-Business. E-Business poses both a challenge and an opportunity for managers. As a matter of competitive necessity, savvy managers must gain an understanding of the rapidly changing technology and business models. This course will help to develop a basic understanding of how electronic business differs from “real” business settings.

Course Objectives:

1. To explain the link between business models and business strategy
2. To describe the concept of e-markets
3. To interpret various approaches to middleware
4. To elucidate how legacy systems can be leveraged
5. To explain the e-business solutions and protocols

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 legacysystems, Non-invasive approaches, Legacy modernization techniques. Enterprise application and e-business Integration: overview of Enterprise application and e-business Integration, IntegrationChallenges.

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.

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:

Upon Successful completion of the course, students will be able to

1. List and explain the elements of E – Business and describe the requirement of E- business
2. Describe the differences between e – markets and traditional markets
3. Able to understand the use of Middleware in E-Business
4. Describe leveraging legacy applications in e-business
5. Describe the requirements of e – business and identify the appropriate e-business solution for a given business environment

Text Book:

1. Bharat Bhaskar, E-commerce: Framework, Technologies and applications. McGraw Hill Education (India) pvt ltd, 4th Edition.
2. Harvey M. Deitel, Paul J. Deitel & Kate Steinbuhler, E-business and E-commerce for Managers, Pearson, 2011.
3. Kalakota R- Electronic Commerce - Frontiers of E-Commerce, Pearson Education, 2007, 3rd Ed.

Reference Books:

1. Kenneth C. Laudon & Carol G. Traver “E-Commerce: Business, Technology, Society” Pearson Education Latest Edition
2. C.S.V. Murthy E-Commerce: Concepts, Models, Strategies Himalaya Publishing House Latest Edition
3. P.T. Joseph, S.J. E-Commerce: An Indian Perspective PHI Learning Private Limited Latest Edition
4. Harvey M. Deitel, Paul J. Deitel & Kate Steinbuhler E-Business & ECommerce for Managers Pearson Education Latest Edition
5. Laudon Kenneth C., E-Commerce: Business, Technology, Society, prentice Hall of india, 2009
6. Kamallesh K Bajaj & Debjani Nag, e-Commerce, the Cutting Edge of Business TMH, 2008
7. Parg Diwan, E-Commerce, Excel, 2008
8. Chaffey, Pearson, e-Commerce and e-Business, 2009

MBA II Year II Semester

MINOR– III (Systems)

18MBAP435

ENTERPRISE RESOURCE PLANNING

L	T	P	C
3	1	0	4

Course Prerequisite:

Course Description:

ERP is now considered to be the price of entry for running a business, and at least at present, for being connected to other enterprises in a network economy. Without a backbone of ERP, no firm can hope for integration and fruitful interaction with its customers, suppliers, partners and stakeholders:

Course objectives:

1. To describe the concept of enterprise resource planning.
2. To Elucidate about ERP solutions and functional modules.
3. To enlighten the process of ERP implementation.
4. To Illuminate the issues in ERP post implementation.
5. To Explain the emerging trends on ERP.

UNIT I: INDUCTION TO ERP

Overview of enterprise systems – Evolution - Risks and benefits – Fundamental technology - Issues to be consider in planning, design and implementation of cross functional integrated ERP systems.

UNIT II: ERP SOLUTIONS AND FUNCTIONAL MODULES:

Information Systems – Overview of ERP software solutions- Small, medium and large enterprise vendor solutions - ERP Functional modules, BPR and best business practices - Business process Management.

UNIT III: ERP IMPLEMENTATION:

Planning, Evaluation and selection of ERP systems - Implementation life cycle- ERP implementation - Methodology and Frame work - Training - Data Migration. People Organization in implementation- Consultants, Vendors and Employees.

UNIT IV: POST IMPLEMENTATION:

Maintenance of ERP - Organizational and Industrial impact; Success and Failure factors of ERP Implementation.

UNIT V: EMERGING TRENDS ON ERP:

Extended ERP systems and ERP add-ons -CRM, SCM. Business analytics -Future trends in ERP systems-web enabled - Wireless technologies, cloud computing.

Course Outcomes:

Upon Successful completion of the course, students will be able to

1. Understand the role and purpose of ERP
2. Develop ERP solutions and functional modules.
3. Able to initiate ERP implementation
4. Describe the Success and Failure factors of ERP Implementation.
5. Analyze the emerging trends on ERP:

Text Book:

1. Motiwala, Enterprise Resource Systems, Pearson, 2009

Reference Books:

1. Alexis Leon,Enterprise Resource Planning, TMH,2008
2. Enterprise Resource Planning and MIS,Venugopal Rao, Excel,2009.
3. Vinod Kumar Kardandd NK VenkataKristean,ERP concepts & Practice, PHI,2008
4. Concepts in ERP,Monk,2/e Thomson,2009
5. Vaman,ERP in Practice, TMH,2008
6. MahadeoJaiswal& Ganesh Vanapalli,Enterprise Resource PlanningMacmillan,2008
7. David L.Olson,Managerial Issues of ERP, TMH,2009

OPEN ELECTIVES

18HUM306 DESIGN THINKING

L	T	P	C
3	0	0	3

Course Prerequisite:

Openness to CHANGE and preparedness to be a Change Agent. Readiness to accept & adaptable to CHANGE.

Awareness of the situation, sensibility & sensitivity. Exposure to Introductory process of Design Thinking. Bringing innovation into engineering outcomes and enhancing the mindset & skillset of the students.

Course Description:

This course deals with various techniques of thinking, enhancement of soft skills & personality development; understanding and applying different concepts in Design Thinking Process of Stanford Model.

Course Objectives:

1. To get exposed to the basic concepts Design Thinking of Stanford Model
2. To understand the basic concepts of Empathy and the process of sensitization.
3. To introduce the basic concepts of ideation techniques (flaring & Focusing)
4. To familiarize the basic concepts of prototyping and testing.
5. To acquire and apply the current knowledge from learning about (knowledge) vs. learning to become (skills and mindsets)

UNIT I: INTRODUCTION TO DESIGN THINKING

Open-mindedness; Developing Design Thinking Mindset; Principles of Design Thinking; Primer on Design Thinking; Innovation & Creativity; Bestpractices; SWOC Analysis (Self Awareness)

UNIT II: EMPATHY & DEFINE

Components of Empathy & definition; Interrelatedness of Components; Steps in Empathy process; Assessment tools; Roots of Empathy (Case studies); problem identification; Decision making process; Research Components; Hypothesis (Interview, team formation & benefits) Ex: **How might we help women succeed in the technology field?**

UNIT III: IDEATION TECHNIQUES

Creativity: Role-play; Brainstorming; Pooling ideas; Prioritizing ideas; Analyzing; Synthesizing and integrating the ideas. Iconic Business Legends (Case studies- ex: CEO of Alibaba, FaceBook; Apple, Microsoft; Virgin Airlines, Warren Buffet); Mind-mapping the experiences) Flaring & Focus; (Introduction to “Yes but” – “Yes and”) Impact of Visuals; Idea clustering, selection and grouping; Exploring resources; Timeline

UNIT IV: PROTOTYPING- BUSINESS MODELLING

Innovation & Competitive uniqueness; Evaluation of ideas(Pros&Cons);Criteria for idea Ranking;; Building artifacts;Real time evaluation; Bringing idea to the life; Involve the tester in prototype; initial insight; Market Testing(Visual clippings ex: In Pursuit of Happiness; Son of Satya Murthy; likewise)

UNIT V: REFLECTIVE THINKING

Do it Now- Reflect- Do it Better; DT is a team sport; develop a coach-like stance; Altruistic Approach.

1. My Business Idea (Big Picture- Vision- Mission (Connecting Dots)
2. Business Model Presentation
3. External Assessment
4. Dissertation

Course Outcomes:

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

1. To develop key skills like Critical thinking, Problem-solving, Collaboration, and Creativity.
2. To empathize, sensitize and identify the problems.
3. To encourage wild ideas. Defer judgement. Build on ideas of others
4. To enable translation of an innovative idea to a prototype.
5. Understand, implement and apply the Stanford model for designing the thinking.

Text Book:

1. **“Design Thinking-A Practical Approach”** proprietary material-2018
2. **“Introduction to Life Skills Education”**- NCERT Training Package
3. **“make space”** -How to Set the Stage for Creative Collaboration” Scott Doorley and Scott Witthoft, d.school Hasso Plattner Institute of Design at Stanford.

References:

1. **“Fourth Eye”** by Pradeep Khandwala
2. **“Action Research”** by Eileen Ferrance, “Themes in Education” Northeast and Islands Regional Educational Laboratory Brown University

18ENG302 CREATIVE WRITING

L T P C
3 0 0 3

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. To 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. (9)

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. (9)

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(9)

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. (9)

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. (9)

Course Outcomes:

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

1. Develop skills in reading, writing, and editing various literary genres.
2. Obtain an awareness of the role of 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
5. Obtain effective writing skills such as good essays and projecting scholarly ideas.

Text Book:

1. Mills, Paul. 2006. **Creative Writing Course Book**. New York: Routledge.

Reference Books:

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, Internal Mid Examinations, External End Examination.

18ENG303EFFECTIVE PUBLIC SPEAKING

L T P C
3 0 0 3

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 speaking skills in various professional contexts.
2. To enhance students' confidence platform manners.
3. To enable students use of Microphones during delivery.
4. To develop the art of public speaking.
5. 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.(9)

UNIT –II

Credibility & Confidence- Preparation of Speech & Audience Analysis. (9)

UNIT-III

Organization of Speech- Platform Manners & Use of Microphones- Modes of Delivery.(9)

UNIT – IV

Use of Visual Aids- Psychology of Persuasion- Speeches for Special Occasions. (9)

UNIT – V

Speech Practice. (9)

Learning Outcomes

At the end of this course, students shall be able to

1. Get a general idea about public speaking and its significance to professionals.
2. Highlight 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.

TextBook

1. Pushp Lata and Sanjay Kumar. **Communicate or Collapse** New Delhi: Prentice Hall of India, 2007.

Reference Books

1. Lucas, Stephen E. **The Art of Public Speaking**. Third Edition, Singapore: McGraw- Hill, 1989.
2. Deanna D Sellnow **Public Speaking A Process Approach Media** Edition, Wadsworth/Thomson, 2003.
3. Jaffe, Clella. **Public Speaking** New Delhi: Cengage Learning India Pvt. Ltd, 2008.
4. Billingham, Jo. **Giving Presentations** Delhi: Oxford University Press. 2003.
5. Qubein, Nido. **How to be a Great Communicator** New Delhi: Viva. 1997.

Approved by BITS- Pilani, Hyderabad

Mode of Evaluation: Assignments, Internal Mid Examinations, External End Examination.

18ME306 TOTAL QUALITY MANAGEMENT

L T P C
3 0 0 3

Course Prerequisite: None

Course Description

Total quality management (TQM) is a philosophy, methodology and system of tools aimed to create and maintain mechanism of organization's continuous improvement. It involves all departments and employees for the improvement of processes and products. It helps to reduce costs, exceed needs and expectations of customers and other stakeholders of an organization. TQM encompasses the concepts of business and social excellence that is sustainable approach to organization's competition, efficiency improvement, leadership and partnership.

Course Objectives:

The students will be able to:

1. Study comprehensive knowledge about the principles, practices, tools and techniques of total quality management.
2. Gain knowledge on leadership, customer satisfaction, addressing customer complaints, team work, employee involvement, related to customer and supplier partnership.
3. Gather information on various tools and techniques, concept on Six Sigma, bench marking and Failure Mode Effective Analysis (FMEA).
4. Know the importance of Quality circle, Quality Function Deployment, Taguchi design and case studies related to TQM.

UNIT 1: INTRODUCTION

Introduction - Need for quality - Evolution of quality - Definition of quality – Quality control, Quality management and Quality Assurance - Definition of TQM – Basic concepts of TQM - TQM Framework - Contributions by Deming, Juran and Crosby – Dimensions of quality – Benefits of quality and Barriers. (9)

UNIT 2: TQM PRINCIPLES

TQM principles - Strategic quality planning, Quality statements - Customer focus – Customer orientation, Customer satisfaction, Customer complaints, Customer retention - Employee involvement – Motivation, Empowerment, Team and Teamwork, Recognition and Reward, Performance appraisal - Continuous process improvement – Supplier partnership – Partnering, Supplier selection, Supplier Rating.(9)

UNIT 3: TOOLS AND TECHNIQUES I

The seven traditional tools of quality – New management tools – Six-sigma: Concepts, methodology, applications to manufacturing, service sector including IT – Bench marking – Reason to bench mark, Bench marking process – FMEA. (9)

UNIT 4: TOOLS AND TECHNIQUES II

Quality circles – Quality Function Deployment (QFD) – Design of Experiments-Taguchi quality loss function – TPM – Concepts, improvement needs – Cost of Quality – Performance measures.

(9)

UNIT 5: IMPELMENTATION OF TQM

Steps, KAIZEN, 5S, JIT, POKAYOKE, I - Introduction to Robust Design, ISO Standards and Case studies.(9)

Course Outcomes:

Upon successful completion of this course, the student will be able to:

1. Understand the various principles and practices of TQM to achieve quality.
2. Identify the various statistical approaches for Total Quality Control.
3. Demonstrate the TQM tools for continuous process improvement.
4. Adopt the importance of ISO and Quality systems.
5. Make use of the concepts of TQM to solve case studies

Text Book:

1. Dale H. BesterField, et al., Total Quality Management, Pearson Education Asia, Third Edition, Indian Reprint (2003).

References:

1. James R. Evans and William M. Lindsay, The Management and Control of Quality, (6th Edition), South-Western (Thomson Learning), 2005.
2. Oakland, J.S. TQM – Text with Cases”, Butterworth – Heinemann Ltd., Oxford, Third Edition (2003).
3. Suganthi,L and Anand Samuel, Total Quality Management, Prentice Hall (India) Pvt. Ltd. (2006) Model.

Mode of Evaluation: Assignments, Internal Mid Examinations, End Examination.

18HUM305 INTRODUCTION TO INTELLECTUAL PROPERTY RIGHTS

L T P C
3 0 0 3

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. Explain the importance of Intellectual Property Rights, its protection and management.
2. Explain the types/tools of IPR.
3. Make aware the students to understand the commercialization of IPR.
4. Know the filing of patent rights, acts, rules & portfolio analysis, management, patent strategy.
5. Create awareness about Right to Information Act (RTI), its powers, functions, penalties and appeal.

UNIT I: INTRODUCTION:

Introductory issues related to intellectual property and its protection, WTO, TRIPS Agreement & its Protection. (9)

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.(9)

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.(9)

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. (9)

UNIT V: RTI

Introduction – Objectives – Obligation of Public Authorities – The Central & State information commission – Powers & Functions – Penalties & Appeal. (9)

Course Outcomes:

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

1. Understand the importance of Intellectual Property Rights, its protection and management.
2. Analyse and apply the types/tools of IPR.
3. Identify the process of commercialization of IPR.
4. Understand the procedure of filing of patent, acts, rules and portfolio analysis, management, patent strategy.
5. Apply the Right to Information Act (RTI) in real life situation.

Text Book:

1. Intellectual Property: The Law of Trademarks, Copyrights, Patents, and Trade Secrets, 4th Edition (2013) By Deborah E. Bouchoux, Cengage Learning

References:

1. Latest Research Papers

AUDIT COURSE

18MBA401 SOFT SKILLS

L	T	P	C
2	0	0	0

Course Prerequisite:

Course Description: This course intends and aims to enhance the confidence of the students by exposing them to various situations and contexts they face in their career. It is imperative for Engineering students to start preparing for the ever growing competition in the Job market. This course focuses on the practical aspects of soft skills relevant to the requirements of the prospective employers in view of globalization.

Course Objectives: 1. To expose the students to those soft skills which are crucial to an employee's ability to work smarter. 2. To enhance Art of Communication, Team Skills, Presentation & GD handling skills and preparing resume & Interview Skills.

UNIT I: Verbal Communication - Effective Communication - Active listening - Paraphrasing - Feedback Non Verbal Communication - Body Language - Greetings, Introductions, Small Talk.

UNIT II: Self Enhancement - Importance of developing assertive skills - developing self- confidence – developing emotional intelligence - Importance of Team work – Team vs. Group - Attributes of a successful team – Barriers involved working with Groups – Dealing with People - Group Decision Making - Leadership skills - Empathy, self-realization (Identifying strengths and weaknesses), Motivation.

UNIT III: Presentation Skills – Stages involved in an effective presentation – selection of topic, content, aids – Engaging the audience – Time management – Mock Presentations & Feedback - GD skills – Understanding the objective and skills tested in a GD – General types of GDs – Roles in a GD – Do's & Don'ts – Mock GD & Feedback.

UNIT IV: Types of Resumes – Resume preparation - Tips in writing resume - Interview handling Skills – Self preparation checklist – Grooming tips: do's & don'ts – mock interview & feedback - Goal setting.

UNIT V:Grooming etiquette – Telephone etiquette – E-mail etiquette, Professional electronic communication – Dining etiquette – Do’s & Don’ts in a formal setting – How to impress.

Course Outcomes:

1. Upon completion of this course the students shall be able to communicate effectively and enhance their interpersonal relationship and building skills with renewed self confidence.
2. Work together in teams and accomplish objectives in a cordial atmosphere.
3. Face presentations and Group Discussions
4. Prepare resume and face interviews.
5. Understand and develop the etiquette necessary to present oneself in a professional setting.

Text Book: “Soft Skills”. Dr K Alex. S Chand Publications, New Delhi

References:

1. The Seven Habits of Highly Effective People by Stephen R. Covey, Covey Leadership Center, 2005.
2. Negotiate to Close by Gary Karnass, Simon and Schuster, 1987.
3. The greatest miracle in the world – OgMandino, Random House Publishing Group, 2009.
4. Working with Emotional Intelligence - Daniel Goleman, A&C Black, 2009.
5. Developing Communication Skills by Krishna Mohan and Meera Banerji; MacMillan India Ltd., Delhi, 2000.
6. Essentials of Effective Communication, Ludlow and Panthon; Prentice Hall of India, 1993.
7. Effective Presentation Skills (A Fifty-Minute Series Book) by Steve Mandel, Crisp Publications, 1996.
8. “Strategic interviewing” by Richaard Camp, Mary E. Vielhaber and Jack L. Simonetti – Published by Wiley India Pvt. Ltd, 2007.
9. “Effective Group Discussion: Theory and Practice” by Gloria J. Galanes, Katherine Adams, John K. Brillhart, Tata McGraw-Hill, 2010.

Mode of Evaluation: Written Examination, Day-to-day Assessment