



**SRM**

**UNIVERSITY**

(Under section 3 of UGC Act 1956)

**SRM UNIVERSITY  
(Under Section 3 of UGC Act,1956)  
FACULTY OF MANAGEMENT**

**MBA FULL TIME  
CURRICULUM AND SYLLABUS -2016**

**FACULTY OF MANAGEMENT  
SRM UNIVERSITY  
SRM Nagar, Kattankulathur – 603 203  
Chennai, India**

### MBA - Revised Curriculum – 2016

<b>Code</b>	<b>Semester - I</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
MB16101	Organizational Behavior	3	0	0	3
MB16102	Finance Theory-I	4	0	0	4
MB16103	Economics for Business Decisions	3	0	0	3
MB16104	Marketing	4	0	0	4
MB16105	Statistical Thinking and Data Analysis	4	0	0	4
MB16106	Principles of Management	3	0	0	3
MB16107	Written Analysis and Communication	3	0	0	3
MB16108	Legal aspects for Business	3	0	0	3
MB16109	Statistical Analysis And Data Analytics (Practical)	0	0	4	2
CAC2004	Career Advancement Course For Managers - I	1	0	1	1
					<b>30</b>
	<b>Semester - II</b>				
MB16201	Human Resource Management	2	0	0	2
MB16202	Data, Models and Decisions	4	0	0	4
MB16203	Finance Theory-II	4	0	0	4
MB16204	Operations Management	4	0	0	4
MB16205	Supply Chain Management	2	0	0	2
MB16206	Business Research Methods	4	0	0	4
MB16207	Management Information Systems	2	0	0	2
MB16208	Consumer Behavior	4	0	0	4
MB16209	Macro Economics and Econometrics	3	0	0	3
CAC2005	Career Advancement Course For Managers - II	1	0	1	1
					<b>30</b>
	<b>Semester-III</b>				
MB16301	Summer Internship (6weeks)(Practical)	0	0	8	4
MB16302	Strategic Management	4	0	0	4
MB16303	International Business and Finance	4	0	0	4
MB16304	Business Analytics	0	0	6	3
CAC2006	Career Advancement Course For Managers - III	1	0	1	1
	Elective-1	2	0	0	2
	Elective-2	2	0	0	2
	Elective-3	2	0	0	2
MB16305	Project(Functional)(Practical)	0	0	4	2
					<b>24</b>

<b>Code</b>	<b>Semester - IV</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	Elective-4	2	0	0	2
	Elective-5	2	0	0	2
	Elective-6	2	0	0	2
	Elective-7	2	0	0	2
MB16401	Project <b>(General Management)(Practical)</b>	0	0	8	4
					<b>12</b>
	<b>Total Credit</b>				<b>96</b>

### **Functional Electives**

Marketing

Finance

Data Analytics

Operations

Human Resource Management

**FUNCTIONAL ELECTIVE  
MARKETING ELECTIVES**

MB16MM01	Product and Brand Management	2	0	0	2
MB16MM02	Marketing Research	2	0	0	2
MB16MM03	Sales Management And Retailing	2	0	0	2
MB16MM04	Digital Marketing	2	0	0	2
MB16MM05	Services Marketing And CRM	2	0	0	2
MB16MM06	Rural and Green Marketing	2	0	0	2

**FINANCE ELECTIVES**

MB16FM01	Security Analysis and Portfolio Management	2	0	0	2
MB16FM02	Banking Management and Credit Analysis	2	0	0	2
MB16FM03	Taxation for Managers	2	0	0	2
MB16FM04	Global Financial Markets and Institutions	2	0	0	2
MB16FM05	Behavioral Finance	2	0	0	2
MB16FM06	Financial Statement Analysis and Financial Modeling	2	0	0	2

**DATA ANALYTICS ELECTIVES**

MB16SM01	Predictive Analytics	2	0	0	2
MB16SM02	Information Security in Business	2	0	0	2
MB16SM03	Data Visualization And Decision Making Systems	2	0	0	2
MB16SM04	Python for Data Science	2	0	0	2
MB16SM05	Big Data And Cloud Computing	2	0	0	2
MB16SM06	E-Business And Marketing Analytics	2	0	0	2

**OPERATIONS ELECTIVES**

MB16OM01	Quality Management	2	0	0	2
MB16OM02	Production Planning and Control	2	0	0	2
MB16OM03	Product Design and Development	2	0	0	2
MB16OM04	Service Operations Management	2	0	0	2
MB16OM05	Project Management	2	0	0	2
MB16OM06	Technology Management	2	0	0	2

**HUMAN RESOURCE MANAGEMENT ELECTIVES**

MB16HR01	Leadership	2	0	0	2
MB16HR02	Competency Mapping	2	0	0	2
MB16HR03	International Human Resource Management	2	0	0	2
MB16HR04	Organizational Structure and Design	2	0	0	2
MB16HR05	Compensation and Reward Management	2	0	0	2
MB16HR06	Training and Development	2	0	0	2

## SEMESTER I

<b>MB16101</b>	<b>ORGANIZATIONAL BEHAVIOR</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

### OBJECTIVE

- To provide a clear understanding of the intricate interactions between individuals, people and organizations in relation to the context within which they operate
- To develop appreciation of individual differences and enhances skills and abilities required for successful career.

### UNIT I - INTRODUCTION TO ORGANIZATION BEHAVIOR

Introduction to organization and managerial roles – Evolution of Behavioral Sciences - Globalization and Changing work and careers: past present and future - OB in India – Rising impact of social influence.

### UNIT II - PEOPLE PSYCHOLOGY

Introduction to foundations of individual behavior – Personality - Perceptions and attitudes - Motivation – Roles and role effectiveness – Coping with monotony, boredom, frustration, stress and burnout

### UNIT III - GROUPS AND GROUP PROCESSES

Dynamics of group behavior - Teams in Organization – Team processes – Group decision making – Multi disciplinary teams - Conflict management: dimensions of conflict – Developing collaboration.

### UNIT IV - ORGANIZATION DYNAMICS

Leadership and power - Transactional analysis and managerial interpersonal styles- Negotiations - Organization climate – Organization culture

### UNIT V - INVENTING THE FUTURE

Organisational structure - Design – Merger and Acquisition – Power and Politics – organization Culture and Climate - Organizational development and Change – Managing the innovation process - Technology and organizations – Organization learning and learning organizations.

### TEXTBOOK

1. PareekUday, Sushama Khanna. Understanding Organisation Behaviour, (Fourth Edition) Oxford Higher Education

## REFERENCES

1. Robbins, P. Stephen., “*Organizational behavior*”, 14/E. Pearson Education India, 2001.
2. Luthans, Fred, and Robert Kreitner., “*Organizational behavior modification*”, Scott Foresman, 1975.
3. McKenna, F. Eugene., “*Business psychology and organisationalbehaviour: a student's handbook*”, Psychology Press, 2000.
4. Langton, Nancy, Stephen P. Robbins, and Timothy A. Judge., “*Fundamentals of organizational behavior*”, Pearson Education Canada, 2013.

MB16102	FINANCE THEORY - I	L	T	P	C
		4	0	0	4

## OBJECTIVE

- To introduce the core theory of modern financial accounting and financial management, with a focus on financial markets and investments
- To develop basics of accounting, principles of accounting, financial statement analysis, capital budgeting, preparation and use of budgets in business planning
- To involve in application of marginal costing in business decision making.

## UNIT I - FOUNDATIONS OF ACCOUNTING

Building blocks of accounting-Accounting concepts & conventions- Indian Accounting Standards-US GAAP and IFRS- Financial Statement Analysis-Vertical & Horizontal-Ethics in Accounting

## UNIT II - PROJECT APPRAISAL

Application of Project appraisal techniques in Capital Budgeting-Present value-DCF and Non DCF Techniques- NPV Rule-Cash flow calculations-Discount rates-Capital rationing

## UNIT III - COST ACCOUNTING & ACTIVITY BASED COSTING

Cost Accounting-Meaning-Scope- Financial Accounting Vs. cost accounting- Management Accounting Vs. Cost Accounting-Elements of Cost-Preparation of cost sheet- Activity Based Costing (ABC)-Concept, Purpose, Benefits, Stages, Relevance in decision making and its application in budgeting.

## UNIT IV - STRATEGIC PLANNING AND BUDGETING

Preparation of budgets for financial planning and decision making- Material budget-Labour budget-Overheads budget-Production budget- Sales budget-Cash Budget-Flexible Budgets.

## UNIT V - FINANCIAL PLANNING & CVP ANALYSIS

Applications of Marginal Costing and managerial decision making-- Factors that underpin the decisions involving alternative choices- Usage of CVP analysis to respond to changes in the business environment.

### TEXTBOOKS

1. S.Ramanathan, “*Accounting for Management*”, 1<sup>st</sup> edition, Oxford Higher education
2. Sumit Gulati & Y.P.Singh, “*Financial Management*”, 1<sup>st</sup> edition, Mcgraw Hill education.

### REFERENCES

1. Robert N Anthony, David Feb Hawkins & Kenneth A Merchant, “*Accounting Text and Cases*”, 12<sup>th</sup> Edition, McGraw Hill Higher Education
2. Robert Parrino, David Kidwell & Thomas Bates, “*Corporate Finance*”, 3<sup>rd</sup> Edition, Wiley India Pvt. Ltd.
3. Sawyers, Jackson, Jenkins & Arora, “*Managerial Accounting*”, 2<sup>nd</sup> Edition, Cengage Learning. James Jiambalvo, “*Managerial Accounting*”, 5<sup>th</sup> Edition, Wiley India Pvt. Ltd

MB16103	ECONOMICS FOR BUSINESS DECISIONS	L	T	P	C
		3	0	0	3

### OBJECTIVES

- To make the learners identify the subject business management with economics for managers through the economic policy, planning and strategy
- To support the learners in understanding of economic policy, planning and strategy, that helps to formulate the business policy, planning and strategy in future. Further, the students must understand and recognize that economic policy, planning and strategy comprise the business policy, planning and strategy and there is no conflict between these two subjects
- To preserve and conserve the national resources (natural, human and monetary resources), is to attain the goal of sustainable development. It is ours universal major goal, to attain it, the policy, planning and the strategy of the business management should be conducive with the economic policy, planning and strategy
- To create and develop the decision making skills along with learn the knowledge of modern business management.

## **UNIT I - MEANING, NATURE, SCOPE AND APPROACH TO THE SUBJECT**

Normative economics and Positive economics - Microeconomics and Macroeconomics – Applied economics.

### **Economics in Functional Areas of Business Management**

Finance, Human Resource, Production and Operation, Marketing and System managements.

### **The Basic Economic Indicators**

GDP, GNP, NDP, NNP, PCDI (Per Capita Disposable Income), PCPP (Per Capita Purchasing Power), PCI (Per Capita Income). PCS (Per Capita Saving)– Agricultural Index – AGROVA (Agricultural Value Addition), Manufacturing Index – MANOVA (Manufacturing Value Addition), Export and Import Indices, Capital market Index – BSE, SENSEX, NSE, DOW JONES, DAX, CAC, FTSE, SHANGKAI, NIKKIE and The standard of living.

### **Demand**

Theory of demand – law of demand, reasons to the law of demand and exceptional cases to the law of demand. Shifting - Contraction and Expansion of demand (The Govt. role on market demand -the effects of tax and subsidy).

### **Elasticity of demand**

Method and measurements of demand, Types of elasticity of demand – Price, Income, cross and promotional elasticity and various decisions making.

### **Demand forecast**

Methods and Measurements of demand forecast - on durable goods and perishable goods, micro level and macro level, firm level and market level, short run level and long run level.

### **Supply**

Theory of Supply– Law of supply.

## **UNIT II - EQUILIBRIUM**

The demand and supply – equilibrium. Price determination – Firm equilibrium and Market equilibrium- Disequilibrium price determination – Ceiling price and Floor price determination-Theory of business welfare – Consumer surplus and Producer surplus determination.

### **Indifference curve analysis and consumer satisfaction**

Budget constraint- Equilibrium price- Identification of income effect and substitution effect and various decisions making.

### **Production function**

Factors of production – land, labour, capital and organization- Value/price determination of factors of production – (Land – rent and transfer earnings, Labour–



wage rate, Capital – the rate of interest and The organisation – profit ( Theories of risk bearing, uncertainty, innovation and creation and social dynamics)- Laws of returns to scale, laws of variable proportion- Iso quant and Iso -cost – The best technology selection – (labour intensive, capital intensive and neutral level technologies).

### **UNIT III - COST OF PRODUCTION**

Cost functions, Principles of cost of production – Opportunity cost, Alternate cost, Economic cost, Accounting cost, Historical cost, Sunk cost, Transactional cost, Internal cost, External cost, Private cost, Public cost, External cost and Social cost. Analytical basis – Fixed cost, Total fixed cost, Average fixed cost, Variable cost, Total variable cost, Average variable cost, Total cost, Average total cost and Marginal cost.

**Economic efficiency in minimum cost determination**– Short run cost function, Excess/reserve capacity of production determination in uncertainty situation and shut down point determination, Long run cost function. Internal economies and external economies cause to determine minimum cost of production. Disturbance of external cost of production and the result is diseconomies. Corrective measures to external cost and Social preference of cost of production.

### **UNIT IV - MARKET**

Input market (Basic concepts of perfect competition, monopsony and oligopsony). **Output Market**-Perfect competition– Short run and long run price and profit determination.

**Imperfect Competition: Monopoly**- Pure Monopoly and Natural monopoly – Private monopoly and public monopoly. Price and profit determination, Mark – up pricing, Full - cost pricing, Average cost pricing and Marginal cost pricing methods of monopoly. Zero marginal cost industry and Importance of Public sector. Dead weight loss in monopoly market. Concentration of monopoly power and market power. Government regulation and deregulation policies - Antitrust monopoly. Price discriminations and business welfare.

**Monopolistic Competition**- Group equilibrium and profit and price determination. Problems of excess capacity of production maintenance and keeping promotional cost like advertisement cost of production.

**Oligopoly Market**- Collusive and non-collusive oligopoly. Price and profit determination. Pricing strategies and non pricing strategies – Cartels, Mergers, Advertisement and Sales promotion.

**Pricing Policies**- Duel pricing, Transfer pricing, Odd number pricing, Even number pricing, Peak load pricing, Off season pricing Skimming pricing and Penetration pricing.

## UNIT V - INDIAN ECONOMY AT THE GLOBAL BUSINESS

Foreign trade is engine of growth – Importance of global business. Economic protectionism – supporting infant industries and local business against foreign business competitions in India. New Economic Policy 1992 – Problems of protectionism, Out of protectionism – Economic liberalisation,

Privatisation and Globalisation. Importance of growing MNC, FDI, Technology transfer, Quantity and Quality restrictions in global business. Follow ISO and ISI International Codes in business. Environmental Protection Agency (EPA) of sustainable development and Indian Business in future.

### TEXTBOOK

1. William A. McEachern and Simrit Kaur, “*Principles of Micro Economics*”, CENGAGE Learning Publication, New Delhi, India. 2015.

### REFERENCES

1. Paul A. Samuelson and William D. Nordhaus, “*Economics*”, TATA McGraw – Hills Publishing Company, New Delhi, India. 2015.
2. N. Gregory Mankiw, “*Principles of Micro Economics*”, CENGAGE Learning Publication, New Delhi, India. 2015.
3. Dominick Salvatore, “*Managerial Economics*”, OXFORD University Press, New Delhi, India. 2015.
4. DevigaVengadachalam and KarunagaranMadhavan, “*Principles of Economics*”, OXFORD University Press, New Delhi, India. 2015.

MB16104	MARKETING	L	T	P	C
		4	0	0	4

### OBJECTIVE

- To understand Market, Marketing and Marketing Management
- To develop the negotiation skills
- To provide Marketing strategical drive businesses and to sketch the marketing environment
- To draw insights in marketing information through research

### UNIT - I

Marketing-Concepts, scope- Marketing Management Philosophies-Marketing environment-Strategic planning for Competitive advantage-Marketing plan, Competitive advantage, Strategic directions, Strategic alternatives, Target market Strategy-Marketing Mix-Ethical and social responsibility-Ethical behavior, corporate

social Responsibility-Developing a global vision-Global marketing, External environment facing global marketers-Entering global Markets- Global Marketing Mix-Business marketing (B2B) - Difference between Business and consumer markets.

## **UNIT - II**

Marketing segmentation- Bases for segmenting consumer Markets and Business Markets -Steps in segmenting a Market-Strategies for selecting Target Markets, One to One Marketing-Positioning. -Marketing Information-Decision support system-Marketing Research-Marketing Intelligence.

Product Concepts-Product-Definition, Levels of product, Types-Product Items, Product Lines and Product Mixes-Branding-Branding strategies-Packaging-Global Issues in Branding and Packaging. New Product Development: Process-Global Issues in new product development-The spread of New Products-five categories of adopters-Product life cycle.

## **UNIT - III**

Pricing Concepts-Importance of Price-Pricing objectives-Determinants of Price-Procedure for setting the right price-Legality and ethics of price strategy-Pricing Tactics-Product line pricing-Pricing during difficult economic times.

Marketing Channels- Channel intermediaries and their functions- Channel structures- Channel strategy- Types of Channel relationships - Managing Channel relationship- Channel leadership, conflict and Partnering- Channels and distribution decisions for global markets- Channels and distribution decisions for services.

## **UNIT - IV**

Integrated Marketing Communications- Promotional Mix- Factors affecting the Promotional Mix - Promotional Goals and tasks- Marketing Communication process Advertising and public relations-Major types of advertising-Creative decisions in advertising-Media decisions-Public Relations-Sales promotion-objectives-Tools for consumer sales promotion, Trade sales promotion-Personal selling-Relationship selling-Steps in the selling personal selling process-Impact of Technology on Personal selling.

## **UNIT - V**

Social media and Marketing-How consumers use Social media-Social media and integrated Marketing Communications-Creating and Leveraging social Media campaign-Evaluation and measurement of social media-Social Networks, Media sharing sites-Social new sites-Location based social networking sites-Review sites-Virtual worlds and online gaming-Social media and Mobile technology

**Delivery mode:** The course is discussed through a combination of Lectures - Case Studies- Presentations, Industry visits, Field visits- Discussions and Debates- Assignments-Mini Projects-Experiential Learning through internships.

**TEXTBOOKS**

1. Noel Capon and SiddharthShekar Singh, “*Managing Marketing-An Applied Approach*”, Wiley India Pvt. Limited 2014.
2. Noel Capon and SiddharthShekar Singh, “*The Marketing Tool kit*”, Wiley India Pvt. Limited 2014.

**REFERENCES**

1. Philip Kotler, Kevin Lane Keller, Abraham Koshy, and MitheleswarJha, “*Marketing Management*”, 13<sup>th</sup> Edition, Pearson Publications Limited. 2012.
2. Charles W.Lamb,JosephF.hair,Sharma,McDaniel,“*MKTG- Principles of Marketin*” A South Asian Perspective, Cengage Learning 2012
3. Philip Kotler, Kevin Lane Keller, “*A framework for marketing management*”, 4<sup>th</sup> edition, Pearson, 2012.
4. Kenneth E.Clow, Donald Baack, “*Cases in marketing Managemen*”, Sage Publications,2012.
5. Arun Kumar &Meenakshi, “*Marketing Management*”, Vikas Publishing House, 2011
6. Ramasamy&Namakumari, *Marketing Management- Global Perspective- Indian Context*”, 4<sup>th</sup> edition, Macmillan Publishers India Ltd. 2011.
7. RajanSaxena, “*Marketing Management*”, 4<sup>th</sup> Edition, Tata McGraw Hill Publishing Co. Ltd.2011.
8. Kenneth E Clow& Donald Baack, “*Marketing Management*”, A customer-oriented Approach', Sage Publishers, 2010.
9. Nikhilesh Dholakia, Rakesh Khurana, Labdhi Bhandari, Abhinandan K.Jain, ‘*Marketing Management Cases and concepts*’ Macmillan Publishers,2009.
10. Paul Baines, Chris Fill, Kelly page, ‘*Marketing*’, Oxford University Press, Asian Edition 2013.

<b>MB16105</b>	<b>STATISTICAL THINKING AND DATA ANALYSIS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**OBJECTIVE**

- To describe and discuss the elements of effective Statistics in Business management
- To learn the applications of statistics in business decision making
- To learn various theories and its related sampling concept for Effective Analysis

- To facilitate objective solutions in business decision making under subjective conditions

### **UNIT I - INTRODUCTION TO STATISTICS & PROBABILITY**

Statistics – Definition, Types of variables– Organizing data - Descriptive Measures. Basic definitions and rules for probability, conditional probability independence of events, Baye’s theorem, and random variables, Probability distributions - Discrete & Continuous probability distribution.

### **UNIT II - SAMPLING DISTRIBUTION AND ESTIMATION**

Introduction to sampling distributions, sampling distribution of mean and proportion, application of central limit theorem, sampling techniques. Estimation: Point and Interval estimates for population parameters of large sample and small samples, determination of sample size.

### **UNIT III - TESTING OF HYPOTHESIS**

Hypothesis testing: one sample and two sample tests for means and proportions of large samples (z-test), one sample and two sample tests for means of small samples (t-test), F-test for two sample standard deviations. Experimental design and ANOVA.

### **UNIT IV - NON-PARAMETRIC METHODS**

Chi-square test for single sample standard deviation. Chi-square tests for independence of attributes and goodness of fit. Sign test for paired data. Rank sum test. Kolmogorov-Smirnov – test for goodness of fit, comparing two populations. Mann – Whitney U test and Kruskal Wallis test. One sample run test, rank correlation.

### **UNIT V - CORRELATION, REGRESSION, INDEX NUMBERS AND TIME SERIES ANALYSIS**

Correlation analysis, estimation of regression line. Time series analysis: Variations in time series, trend analysis, cyclical variations, seasonal variations and irregular variations. Index Numbers – Laspeyre’s, Paasche’s and Fisher’s Ideal index.

### **TEXTBOOK**

1. Anderson, Sweeney, Williams, Camm, Cochran, “*Statistics for Business and economics*”, 12e, Cengage Learning

## REFERENCES

1. Anderson D.R., Sweeney D.J. and Williams T.A., Statistics for business and economics, 8th edition, Thomson (South – Western) Asia, Singapore, 2002.
2. Anderson : ‘Quantitative Methods for Business’, 8th Edition, Thomson Learning, 2002
3. Aczel A.D. and Sounderpandian J., Complete Business Statistics,6th edition, Tata McGraw – Hill, 2004.
4. Levin R.I. and Rubin D.S., Statistics for Management, 7th edition, Prentice Hall of India Pvt. Ltd., New Delhi, 2001.
5. Srivatsava TN, ShailajaRego, Statistics for Management, Tata McGraw Hill, 2008.
6. Anand Sharma, Statistics for Management, Himalaya Publishing House, Second Revised edition, 2008.
7. Albright S and Winston.L., Business Analytics : Data Analysis and Decision Making 5th Edition,Cengage Learning, 2015

<b>MB16106</b>	<b>PRINCIPLES OF MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

## OBJECTIVE

- To provide the students with basic knowledge of the growth and development of the concept of management
- To focus on the emerging management principles and thought
- To develop a solid foundation for critical thinking, insights about the essential skills of management
- To identify what is required for competent action as an effective and efficient manager
- To have the opportunity to implement that learning through the successful development of organizations.

## UNIT I - INTRODUCTION TO ESSENTIALS OF MANAGEMENT

What Is Management? – Evolution Of Management Theory And Thought – Management as a System Of Ethics And Social Responsibilities – Emerging Organizational Environments and Cultures - Indian Management Concepts

## UNIT II - PLANNING AND DECISION MAKING

Nature And Process Of Planning - Types Of Plans- Pitfalls of Planning –Strategic Planning - Setting Objectives - MBO - Individual And Group Decision Making - Rational Decision Making Process - Innovation And Organizational Change.

### UNIT III - ORGANIZATION AND ORGANIZING

Emerging Organizational Structures – Departmentalization – Job Design – Inter and Intra Organizational Processes - Types of Teams – Enhancing Team Effectiveness– Managing Diverse Workforce – Boundryless Organizations

### UNIT IV - LEADING AND DIRECTING

Dynamics Of Behavior In Organizations - Leadership And Leadership Styles – Strategic Leadership -Motivating Employees – Process Of Communication – Interpersonal and Organizational Communication - Barriers of Communication.

### UNIT V - CONTROLLING AND MANAGING

Basics of Control – Process of Controlling – Types of Control – Strategic Importance of Information – Capturing Processing and Dissemination Of Information – Managing Productivity – Quality Management.

### TEXTBOOK

- 1 Williams Chuck, Manas Ranjan Tripathy. “MGMT – A South Asian Perspective”, Cengage Learning

### REFERENCES

- 1 Robbins, S. “*Fundamentals of Management*”. 5th Canadian ed. Toronto: Pearson Education Canada, 2008
- 2 Daft L Richard. “*New Era Management*” (11<sup>th</sup> Edition), Cengage Learning
- 3 Koontz, Harold, and Cyril O'Donnell. *Principles of management*. McGraw-Hill Book Company, 1964.
- 4 McFarland, Dalton E. “*Management: Principles and practices*”,. Macmillan Pub Co, 1974.
- 5 Robbins, Stephen P., David A. DeCenzo, and Mary K. Coulter “*Fundamentals of management: essential concepts and applications*”, Upper Saddle River, NJ: Pearson Prentice Hall, 2008.

MB16107	WRITTEN ANALYSIS AND COMMUNICATION	L	T	P	C
		3	0	0	3

### OBJECTIVE

- To enhance the language skills to communicate in to real time
- To develop language learning in LSRW skills
- To focus on professional writing skills.

### UNIT - I

The Metamorphosis – Franz Kafka- Who moved my cheese? – Dr. Spencer Johnson- Fish – Contemporary movie.

## UNIT - II

The challenge of communication- The process of communication- The building block of communication- Public speaking- Business presentation, meetings and group discussion.

## UNIT - III

Common barriers to communicators, listening – the heart of communication, telephoning and teleconferencing, communication by virtual teams, business writing: core qualities.

## UNIT - IV

Cross – cultural communication, cross gender communication, letters and memos, professional email, analytical reports.

## UNIT - V

Assertive communication, persuasive communication, strategic communicators, Business proposals, self-presentation as a job –seeker, the way of the eworld.

## TEXTBOOK

1. Monippally .M. Business communication from Principles to practice. McGraw Hill education, New Delhi.2013.

## REFERENCES

1. Comfort, J. Effective Presentations: Teacher’s Book (Oxford Business English Skills). Oxford, UK: Oxford University Press, 1995
2. Ludlow, R., & panton, F. *The essence of effective communication*. HemelHempsted: Prentice Hall International.1992.
3. Murphy, H., Hildebrandt, H., & Thomas, J.*Effective Business Communication*. McGraw Hill Education. 2008.
4. Raina, R. A., & Siddqui, F. *Communication for Management*. Lucknow: Word press publishers.2010
5. Sambey, M. *Business English and communication*. Hong Kong: Chinese university press.1998.

MB16108	LEGAL ASPECTS FOR BUSINESS	L	T	P	C
		3	0	0	3

## OBJECTIVE

- To explain the nature of law
- To describe the sources of law
- To analyse the essentials of law



## **UNIT - I**

Introduction to contract Law – formation of Agreement – signed contracts and incorporation of Terms – Acceptance. Revocation and Time and Place of contract– Business Contracts – consideration – termination of contracts – damages – setting the contract aside.

## **UNIT - II**

Sale and Transfer of Ownership – Sale and quality of goods – performance of sale contract- sale , contract of service and taxation – bailment – pledge and hypothecation – lien.

## **UNIT - III**

Patents, copyrights and design – trademark protection and passing off

## **UNIT - IV**

Introduction to company law – incorporation of companies – corporate personality– meeting and altering the constitution of the company – share capital - directors

## **UNIT - V**

Business and the fundamental rights – information technology act – right to information act(online)

## **TEXTBOOK**

1. Legal aspects of Business - Akhileswar Pathak, 6e, 6<sup>th</sup> edition , McGraw Hill education 2014

## **REFERENCE**

1. Ravinder Kumar, Legal Aspects of Business, 4<sup>th</sup> Edition, Cengage Learning, 2016

<b>MB16109</b>	<b>STATISTICAL ANALYSIS AND DATA ANALYTICS (PRACTICAL)</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>0</b>	<b>0</b>	<b>4</b>	<b>2</b>

## **OBJECTIVE**

- To enhance the students learning performance in using statistical tool for academic and professional growth
- To help the learners in providing various models in statistical analysis and data analytics.

## **UNIT - I**

Decision Making – Business Analytics Defined – A categorization of Analytical Methods – Analytics in action – Big data – Business analytics in practice – analytics in action – types of data – modifying data in excel – crating Distributions from data– measures of location

## **UNIT - II**

Measures of variability – analyzing distributions – measures of association between two variables- Analytics in action – overview of data visualization – tables – charts– advanced dat visualization – data dashboards

## **UNIT - III**

The simple Linear regression model – Least squares method – assessing the fit of the simple linear regression model – the multiple regression model – inference and regression – categorical independent variables – modeling nonlinear relationships.

## **UNIT - IV**

Model fitting – time series pattern – fore casting accuracy – moving averages and exponential smoothing - using regression analysis for forecasting – determining the best fore casting model to use. Data sampling – data preparation – unsupervised learning – supervised learning – building good spreadsheet model – what IF analysis – some useful excel functions for modeling – auditing spreadsheet model – a simple maximization problem.

## **UNIT - V**

Solving the Par, Inc.problem – a simple minimization problem – special cases of liner program outcomes – sensitivity analysis – general linear programming notation and more examples – generating an alternative optimal solution for a linear program

## **TEXTBOOK**

1. Camm, Cochran, Fry, Ohlmann, Anderson, Sweeney, Williams, Essential of Business Analytics, Cengage learning ,

<b>CAC2004</b>	<b>CAREER ADVANCEMENT COURSE FOR MANAGERS-I</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>1</b>	<b>0</b>	<b>1</b>	<b>1</b>

### **OBJECTIVE**

- To improve aptitude, problem solving skills and reasoning ability of the students
- To solve problems in teams & groups
- To understand the importance of verbal and written communication in the workplace
- To understand the significance of oral presentations, and the cases of their use
- To practice verbal communication by making a technical presentation to the class
- To develop time management and creative thinking skills.

### **UNIT I - BASIC NUMERACY**

Types and Properties of Numbers, LCM, GCD, Fractions and decimals, Surds

### **UNIT II - ARITHMETIC – I**

Percentages, Profit & Loss, Equations

### **UNIT III - REASONING - I**

Logical Reasoning

### **UNIT IV - SOFT SKILLS - I**

Presentation skills, Idea Generation & Lateral Thinking, E-mail Etiquette

### **UNIT V - SOFT SKILLS - II**

Goal Setting and Prioritizing

### **REFERENCES**

1. Quantitative Aptitude by Dinesh Khattar – Pearsons Publications
2. Quantitative Aptitude and Reasoning by RV Praveen – EEE Publications
3. Quantitative Aptitude by AbijithGuha – TATA Mc GRAW Hill Publications
4. Soft Skills for Everyone by Jeff Butterfield – Cengage Learning India Private Limited
5. Six Thinking Hats is a book by Edward de Bono - Little Brown and Company
6. IBPS PO - CWE Success Master by Arihant - Arihant Publications (I) Pvt.Ltd

## SEMESTER II

MB16201	HUMAN RESOURCE MANAGEMENT	L	T	P	C
		2	0	0	2

### OBJECTIVE

- To understand the different systems and subsystems of human resource management
- To develop the ability to apply the principles and techniques of human resource management to real-time management situations
- To develop an attitude of empathy towards human problems and human issues in an organizational environment
- To gain an understanding of the various governmental and non governmental agencies in the successful implementation of human resource management function
- To equip the students with the knowledge skills and competencies to play an integral role in carrying out HR policies and practices in their practical life

### UNIT I - INTRODUCTION TO HUMAN RESOURCE MANAGEMENT

Evolution of HRM – Functions and importance of HRM – Globalization and challenges to HR manager –Diversity management – Strategic Human resource management – HR audit accounting - HR analytics

### UNIT II - HUMAN RESOURCE PLANNING AND STAFFING

Human resource planning and forecasting – Job Analysis –Recruitment – Employee testing and selection – Interviewing for selection – Employee Socialisation – Employee termination and Exit interviews

### UNIT III - TRAINING AND PERFORMANCE MANAGEMENT

Designing Training Programs – Methods and Techniques of Training and Development – training evaluation – Management development programs - Talent Management – techniques of performance appraisal – challenges to performance appraisal – career and development planning- mentoring – coaching – succession planning

### UNIT IV - COMPENSATION AND REWARD MANAGEMENT

Factors influencing pay rates – Components of compensation – Types of incentives and rewards – Employee benefits and services - Executive compensation – Employee social security – Employee engagement

## UNIT V - EMPLOYEE RELATIONS

Managing employee relations – Grievance Management - organizational discipline–dispute settlement – Collective bargaining – Employee Health and Safety – IHRM and Managing Expatriates

### TEXTBOOK

1. Dessler, G. Fundamentals of Human Resource Management (3rd Edition, Pearson)(as per university selection)

### REFERENCES

1. Mathis, Robert L., et al., “*Human resource management*”,. Nelson Education, 2016.
2. Price, Alan. “*Human resource management in a business context*”. Cengage Learning EMEA, 2007.
3. Noe, R. A., et al. "*Human Resource management: Gaining a Competitive Management.*" (1997).

MB16202	DATA, MODELS AND DECISIONS	L	T	P	C
		4	0	0	4

### OBJECTIVE

- To learn the concepts of operations research applied in business decision making
- To help in selecting economical means of transportation, job sequencing, production scheduling, and replacement of old machinery
- To improve in decision making and reduce the risk of making erroneous decisions
- To facilitate quantitative solutions in business decision making under conditions of certainty, risk and uncertainty.

### UNIT I - INTRODUCTION TO LINEAR PROGRAMMING

Introduction to applications of operations research in functional areas of management- Linear Programming-formulation, solution by graphical and simplex methods (Primal - Penalty, Two Phase), Special cases- Dual simplex method-Principles of Duality- Sensitivity Analysis.

### UNIT II - LINEAR PROGRAMMING EXTENSIONS

Transportation Models (Minimizing and Maximizing Problems) – Balanced and unbalanced Problems – Initial Basic feasible solution by N-W Corner Rule, Least cost and Vogel’s approximation methods. Check for optimality. Solution by MODI / Stepping Stone method. Case of Degeneracy. Transshipment Models. Assignment

Models (Minimising and Maximising Problems) – Balanced and Unbalanced Problems. Solution by Hungarian and Branch and Bound Algorithms. Travelling Salesman problem. Crew Assignment Models.

**UNIT III - INTEGER PROGRAMMING AND GAME THEORY**

Solution to pure and mixed integer programming problem by Branch and Bound and cutting plane algorithms- Game Theory-Two person Zero sum games-Saddle point, Dominance Rule- Convex Linear Combination, methods of matrices- Graphical and LP solutions.

**UNIT IV - INVENTORY MODELS, SIMULATION AND DECISION THEORY**

Inventory Models – EOQ and EBQ Models (With and without shortages)- Quantity Discount Models- Decision making under risk – Decision trees – Decision making under uncertainty, Simulation.

**UNIT V - QUEUING THEORY AND REPLACEMENT MODELS**

Queuing Theory - single and Multi-channel models – infinite number of customers and infinite calling source. Replacement Models-Individuals replacement Models (With and without time value of money) – Group Replacement Models.

**TEXTBOOKS**

1. Fredericks, Hillier, Gerald J.LiebermanBodhibrata Nag prectam Basu, Operations research , 9e, Tata Mcgraw hill education, 9<sup>th</sup> edition , 2012.
2. Pradeep PrabakarPai, Operations Research - Principles and Practice, Oxford Higher Education, .
3. Paneerselvam R., Operations Research, Prentice Hall of India, Fourth Print, 2008.

**REFERENCES**

1. Hamdy A Taha, Introduction to Operations Research, Prentice Hall India, Seventh Edition, Third Indian Reprint 2004.
2. Gupta P.K, Hira D.S, Problem in Operations Research, S.Chand and Co, 2007.

<b>MB16203</b>	<b>FINANCE THEORY-II</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**OBJECTIVE**

- To learn the financial tools needed to make good business decisions
- To enable the basic insights of corporate finance theory
- To emphasize the application of theory to real business decisions

## **UNIT I - INTRODUCTION TO FINANCIAL MANAGEMENT & RISK –RETURN**

Financial Management-Meaning, Definition, Objectives, Scope-Relationship with other functions of management-Introduction to risk and return-Historical asset returns, Risk-Reward Trade- Off- Risk analytics-Measures of risk-Risk and investment horizon.

## **UNIT II - SECURITIES VALUATION**

Cost of capital-Valuation of common stock, preference shares and fixed income securities-Bond valuation theorems- WACC.

## **UNIT III - CAPITAL STRUCTURE**

Capital Structure-Theories-Decisions-Debt and Equity-Indifference Point—EBIT-EPS Analysis Leverage-Types.

## **UNIT IV - WORKING CAPITAL MANAGEMENT**

Working Capital Management-Cash conversion cycle-Cash management-Inventory Management-Receivables management-Estimation of working capital requirements.

## **UNIT V - PORTFOLIO THEORY & MARKET EFFICIENCY**

Portfolio optimization-Diversification, systematic and idiosyncratic risk- CAPM-Application of CAPM- Market efficiency- Origin of the Efficient Market Hypothesis- (EMH)- Recent Developments.

## **TEXTBOOK**

Stephan A.Ross, Randolph Westerfield, Jeffrey Jaffe, Rankumal Kakari, 10<sup>th</sup> Edition, Tata Mcgraw Hill education.

## **REFERENCES**

1. I M Pandey, Financial Management, 11<sup>th</sup> Edition, Vikas Publications
2. Khan & Jain, Financial Management, 6<sup>th</sup> Edition, Mc Graw Hill Higher Education
3. Robert Parrino, David Kidwell & Thomas Bates, Corporate Finance, 3<sup>rd</sup> Edition, Wiley India Pvt. Ltd.
4. Sawyers, Jackson, Jenkins &Arora, Managerial Accounting, 2<sup>nd</sup> Edition, Cengage Learning.
5. Brigham, Ehrhardt, Financial Management Theory & Practice, 14<sup>th</sup> Edition, Cengage Learning.

<b>MB16204</b>	<b>OPERATIONS MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

## **OBJECTIVE**

- To enable the learners to define ‘operations’ and ‘operations management’
- To identify the roles and responsibilities of operations managers in different organisational contexts
- To apply the ‘transformation model’ to identify the inputs, transformation processes and outputs of an organisation
- To identify operational and administrative processes
- To describe the boundaries of an operations system, and recognise its interfaces with other functional areas within the organisation and with its external environment.

## **UNIT - I**

Operations management – Meaning, Production management Vs. Operations management, Operations as a system, Productivity, Types of production systems, Operations strategy; Product design – Designing and developing products and services; Process planning and design – Factors affecting process design decisions, Types of process designs, Process design in services, Deciding among processing alternatives, Make or buy decisions - Numerical.

## **UNIT - II**

Capacity– Definition, types, measurement, ways of capacity changing, planning decisions - Numerical; Facility location – Factors affecting location decisions, Types of facilities and their factors, quantitative and qualitative analysis; Facility layout – Types of layout techniques, Materials handling principles and equipment

## **UNIT - III**

Production planning and Control– Planning decisions, planning phase, action phase and control phase, flow shop scheduling, m job n machine scheduling; Service operation planning and scheduling –Operations strategies for services, types of service operations and their scheduling; Materials requirement planning (MRP I) – Objectives, elements and process; Manufacturing resource planning (MRP II) – Master production schedule.

## **UNIT - IV**

Purchase management –Principles, systems, special purchase systems, aspects; Inventory – Meaning, Inventory models – EOQ, EBQ, P and Q systems – Selective inventory controlling techniques – Numerical; Stores management – Functions,



systems, store accounting, obsolete, surplus and scrap management; Maintenance management – Types of maintenance, types of failures, cost balance, numerical.

**UNIT V - QUALITY MANAGEMENT, QUALITY CONTROL AND EMPLOYEE PRODUCTIVITY**

Quality management – Meaning, TQM, dimensions – Product and services, cost of quality and old and new quality improvement tools; Statistical quality control – Concepts, Techniques, Control charts for variables (X bar and R charts), and attributes (c and p charts) - Numerical, Employee productivity – Variables affecting labour productivity, Work study measurement – Method study and time study analysis - Numerical.

**TEXTBOOKS**

1. Norman Gaither and Greg Frazier, Operations Management, 9<sup>th</sup> Edition, Cengage publications, 2002 (Reprint 2013).
2. Richard B. Chase, Nicholas J. Aquilano, F. Robert Jacobs, Production and Operations Management: Manufacturing and Services, McGraw Hill publications, 1998

**REFERENCES**

1. S.N.Chary, Production and Operation Management, 5e, 5<sup>th</sup> Edition, Tata McGraw Hill education private limited.

<b>MB16205</b>	<b>SUPPLY CHAIN MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**OBJECTIVE**

- To analyze the global business environment
- To use critical thinking skills in business situations
- To apply an ethical understanding and perspective to business solution.

**UNIT - I**

Introduction - Key concepts in SCM- Enablers of supply chain performance-customer service and cost trade-offs- Supply chain performance measures-Linking supply chain and business performance, enhancing SC performance-Sourcing strategy

**UNIT - II**

Value information and order management, distribution requirement planning, just-in-time system, warehousing and materials handling management, operational mechanism of warehousing, automated warehousing system

### UNIT - III

Transportation, containerization, fleet management, procurement management, procurement process trends and improve productivity, strategic sourcing and vendor management, Outsourcing strategy for logistics services

### UNIT - IV

Supply Chain Integration - Chain Restructuring – Agile supply Chains – pricing and Revenue Management

### UNIT - V

Information technology in SCM, Web based supply chain, supply chain performance measurement, contemporary issues in supply chain management,

### TEXTBOOKS

1. Janat Shah, Supply chain management – Text and cases, Pearson publication, 2<sup>nd</sup> edition 2016
2. Supply Chain Management: Strategy, Planning, and Operation, Sixth Edition, by Sunil Chopra and Peter Meindl

### REFERENCES

1. *Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies*, Third Edition, by David Simchi-Levi, Philip Kaminsky and Edith Simchi-Levi
2. D.K. Agarwal, *Supply chain management – Strategy, cases and best practices*, McMillan publication, 2010
3. *Essentials of Supply Chain Management*, Third Edition, by Michael H. Hugos
4. *Manufacturing Planning and Control for Supply Chain Management*, First Edition, by F. Robert Jacobs, William Berry, D. Clay Whybark, Thomas Vollmann
5. Russell, Taylor, *Operation and Supply Chain Management*, 8<sup>th</sup> edition, Wiley

MB16206	BUSINESS RESEARCH METHODS	L	T	P	C
		4	0	0	4

### OBJECTIVE

- To understand the Research Process
- To deal with the practicality of the Design and Measurement and Data Collection Techniques
- To equip students to perform efficient research and report writing.

## **UNIT I - INTRODUCTION**

Business Research – Definition and Significance – the research process – Types of Research – Business intelligence- Goals of theory- research concepts, constructs, propositions, variables, hypotheses- Exploratory research- Descriptive research and Causal Research – Stages in the research process-Ethical issues in business research.

## **UNIT II - BEGINNING STAGES OF THE RESEARCH PROCESS AND DATA COLLECTION**

Research problem-definition process-research proposal-qualitative research versus quantitative research-case studies-common techniques used in qualitative research-secondary data research designs-Survey research-errors in survey research-classification of survey research-Interviews-questionnaires-Encl-mail surveys-Internet surveys-pretesting-Observation methods.

## **UNIT III - RESEARCH CONCEPTS AND SAMPLING**

Experimental research-validity -measurement and scaling concepts-reliability-Reliability Vs Validity-questionnaire design – Sample-sampling units- Random sampling and non sampling errors-probability Vs Non-probability sampling-Determination of sample size- the normal distribution-estimation of parameters

## **UNIT IV - DATA ANALYSIS AND PRESENTATION**

Stages of data analysis-Descriptive analysis-Data transformation-calculating rank order-computer programs for analysis-Univariate statistical analysis-Hypothesis testing-choosing the appropriate statistical technique-t Distribution-chi-square test for goodness of fit-Bivariate statistical analysis-cross tabulation-t test for comparing two means-Z test-ANOVA-simple correlation-regression analysis

## **UNIT V - MULTIVARIATE STATISTICAL ANALYSIS**

Multiple regression analysis-ANOVA (n-way) and MANOVA-Discriminant analysis-Conjoint analysis-Analysis of Interdependence – Factor analysis-Cluster analysis-Multidimensional scaling

## **UNIT VI - COMMUNICATING RESEARCH RESULTS**

Report format-Effective use of graphic aids-Oral presentation-Comprehensive cases with computerized databases.

## **TEXTBOOK**

1. William G. Zikmund, Barry J. Babin, John C. Carr, Atanu Adhikari and Mitch Griffin, *Business Research Methods*, 8<sup>th</sup> edition, Cengage Learning India Pvt. Ltd., New Delhi, 2016.

## REFERENCES

1. Donald R. Cooper and Pamela S. Schindler, *Business Research methods*, 12th Edition, Tata Mc Graw Hill, 2010.
2. Alan Bryman and Emma Bell, *Business Research methods*, Oxford University Press, New Delhi, 3 rd edition, 2011.
3. Uma Sekaran, *Research methods for Business*, Wiley India, New Delhi, 2010.
4. K. N. Krishnaswamy, Appa Iyer Sivakumar and M. Mathirajan, *Management Research Methodology*, Pearson Education, New Delhi, 2009.

MB16207	MANAGEMENT INFORMATION SYSTEMS	L	T	P	C
		2	0	0	2

## OBJECTIVES

- To derive strategic applications in the field of information and technology
- To enable strategic applications in information technologies, and organizational structures to attain success.
- To address strategic, technological, and organizational connectivity issues to support effective and meaningful integration of information and systems.

## UNIT I

MIS – Scope – need- globalization challenge and opportunity - Interdependence between organization and information system – Dimension of IS – value chain – business process and IS – technology IS – applications of MIS. Impact of IS on organizations – ethical and social issues in IS.

## UNIT II

IT infrastructure – components – challenges – file organization and environment – DBMS – design – query. OLAP – data decisions – Information policy – network – importance – types – information securities – virus, worms, Trojan, horse 5 software – farewells types identity management, data Encryption.

## UNIT III

Enterprise system –supply chain – internet driver - supply chain – supply chain CRM – enterprise application challenge Ecommerce –features – concepts – business models and Dair revenue model – B 2B –B2C – building ecommerce presence – knowledge management – decisions – value chain – types organizational intelligence.

## UNIT IV

Decision making - Business value of decisions – types of decisions – decision making process – business intelligence – big data analytics – management strategy– DSS.

## UNIT V

Systems development and organizational change – business process Redesign – tools. System analysis and design – system development process project management for MIS – Risk Management managing global systems.

## TEXTBOOK

1. Kenneth C.Laudon.Jane P.Laudon, Management information systems, Pearson, 14<sup>th</sup> edition.

<b>MB16208</b>	<b>CONSUMER BEHAVIOR</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

## OBJECTIVES

- To develop the skills to map the consumer’s mind set
- To know how consumer behaviour models illustrate the buyer’s behaviour
- To distinguish between internal and external factors influencing buyer behaviour
- To explain the influence of motivation, perception, personality, attitude, learning an self image and Life styles
- To understand how family, reference group, socio-cultural and opinion leadership influences buying behaviour
- To expose to emerging issues in buying behavior.

## UNIT - I

Concepts (Purchase, Usage and Disposal) – Significance – Evolution of Consumer oriented Market - Dimensions of Consumer Behavior – Application of knowledge of Consumer Behaviour in marketing decisions- Factors influencing the Consumer Behaviour- Case Studies

## UNIT - II

Industrial and individual consumer behaviormodels - Traditional Models: Micro Economics and Macro Economics model - Contemporary Models:Howard- Sheth, Engel – Kollat, Webstar andwindConsumerBehaviorModels– Implicationsofthemodelson M arketing decisions-Case Studies

## UNIT - III

Individual Factors: Psychological Influences on consumer behavior– Psychographics - Consumer Motives - motivation – Perception – Personality- LearningandAttitude-SelfImageandLifestyles–Consumer expectationandsatisfaction - Case Studies

## UNIT - IV

External Factors: Change in Society; Value and Consumption Pattern, Demographics and Social Stratification - Culture, Sub Culture, Cross Culture-Family group; Family life cycle- Group; Types of group, Reference group - Case Studies

## UNIT - V

Communication-Influences on Consumer behavior, High and low involvement-Pre-purchase and post-purchase behavior-Online and offline purchase decision process-Diffusion of Innovation-Managing Dissonance-Emerging Issues-Case Studies.

Delivery mode: The course is discussed through a combination of Lectures - Case studies- Presentations, Field visits- Discussions and Debates - Assignments-Mini Projects-Experiential Learning through Internships

## TEXTBOOK

1. Hawkins 'Consumer Behaviour- Building Marketing Strategy', 11<sup>th</sup> Edition, Tata McGraw Hill Pvt. Ltd. 2011.

## REFERENCES

1. Michael Solomon 'Consumer Behaviour', 9<sup>th</sup> Edition, PHI Learning Private Ltd.
2. Leon G. Schiffman and Leslie Lasar Kanuk, Consumer Behaviour, 10 Edition, Pearson Education, India, 2012.
3. David L. Loudon and Albert J. Della Bitta, 'Consumer Behavior', McGraw Hill, New Delhi 2010.

<b>MB16209</b>	<b>MACRO ECONOMICS AND ECONOMETRICS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

## OBJECTIVES

- To acquire a perception of economy as a whole and to deduce the implications for business
- To apply economic reasoning to the analysis of selected contemporary economic problems
- To understand how demand and supply interact in various market structures to determine price and quantity of goods and services produced and consumed
- To analyze the efficiency and equity implications of government interference in markets.

## **UNIT - I**

National economy – short run economic fluctuations and long run economic growth– money income and real national income based on CPI and WPI – National income accounting and social accounting – poverty, inequality and irregularity, - economic development and sustainable development.

## **UNIT - II**

Notion of supply creating its own demand – four sector circular flow of income – globalization in the open economy –effective demand, consumption function, MPC and investment multiplier – MEC- accelerator – unemployment inflation trade – off-Macro policies: monetary, fiscal , Price and incomes policies, foreign exchange policy.

## **UNIT - III**

Role of government in industrialization, public sector, private sector, voluntary sector and social sector- public goods, common pool goods, free- rider problem – privatization – liberalization – impact of MNC – India, China growth comparison.

## **UNIT - IV**

Meaning, scope, goals and divisions of econometrics - Theoretical and applied econometrics – methodology of econometrics

## **UNIT - V**

Simple and multiple linear regression models – stochastic and non – stochastic relations – reasons for the inclusion of random variables – assumptions of linear stochastic regression model – Least square estimator (formulae only)- standard error (S.E) – test of estimators : ‘Z test ‘t’ test- Goodness of fit R square –violation of assumptions – auto correlation – Heteroscedasticity – Multi – co linearity – Causes and consequences, tests and remedial measures – Dummy variables : meaning and uses.

## **TEXTBOOK**

1. McEachern, Indira, “*Principles of Macro Economics*”, Cengage Delhi,2014
2. Shymala.S“*Econometrics Vishal publications*”, Chennai ,2010

## **REFERENCES**

1. Gregory Mankiw, *Principles of Macro economics*, Cengage, Delhi, 2014
2. Maddala ,*Introduction to econometrics*, wiley india pvt.ltd. Bankgalore, Mumbai, 2014

3. Christopher Doughert, *Introduction to econometrics*, Oxford university press, London, IV edition, 2012.
4. Michael Burda, Charles Wyplosz, *Macroeconomics*, oxford University Press, London, 2014.
5. Geethika, Piyalighosh, Purba Roy choudhury, *Managerial Economic*, Mcgraw hill education(india) Pvt.Ltd, new Delhi, 2014
6. Paul A. Samuelson, William D.Nordhaus, *Economics*, Mcgraw Hill education (India) Pvt.Ltd, New Delhi, 2014.
7. DevigaVengadasalam, KarunagaranMadhavan, *Principles of Economics* , oxford University press, Chennai, 2014.
8. Miles, *Macroeconomics*, understanding the wealth of nations, Wiley India Pvt.Ltd, Mumbai, 2014.
9. DamodarN.Gujarati, *Basic econometrics*, Mcgraw Hill education, New Delhi, 2008.
10. Anna Koutsoyiannis, *Theory of Econometrics* ,Harper , London, 1923.

<b>CAC2005</b>	<b>CAREER ADVANCEMENT COURSE FOR MANAGERS - II</b>			
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>1</b>	<b>0</b>	<b>1</b>	<b>1</b>

### **OBJECTIVES**

- To improve aptitude, problem solving skills and reasoning ability of the student
- To solve problems in teams & groups
- To understand the importance of verbal and written communication in the workplace
- To understand the significance of oral presentations, and when they may be used
- To practice verbal communication by making a technical presentation to the class
- To develop time management and creative thinking skills.

### **UNIT I - ARITHMETIC – I**

Ratios & Proportions, Mixtures & Solutions

### **UNIT II - MODERN MATHEMATICS**

Sets & Functions, Data Interpretation, Data Sufficiency

### **UNIT III - REASONING - II**

Analytical Reasoning

### **UNIT IV - COMMUNICATION - I**

Group discussion, Personal interview



## **UNIT V - COMMUNICATION - II**

Verbal Reasoning test papers

### **ASSESSMENT**

#### **Communication(Internal)**

1. Individuals are put through formal GD and personal interviews.
2. Comprehensive assessment of individuals' performance in GD & PI will be carried out.

#### **Quantitative Aptitude (External)**

1. Objective Questions- 60 marks (30 Verbal +30 Quants)
2. Descriptive case lets- 40 marks\*
3. Duration: 3 hours  
\*Management problems will be given as descriptive case lets.

### **REFERENCES**

1. Quantitative Aptitude by Dinesh Khattar – Pearsons Publicaitons
2. Quantitative Aptitude and Reasoning by RV Praveen – EEE Publications
3. Quantitative Aptitude by AbijithGuha – TATA Mc GRAW Hill Publications
4. General English for Competitive Examination by A.P. Bharadwaj – Pearson Educaiton
5. English for Competitive Examination by Showick Thorpe - Pearson Educaiton
6. IBPS PO - CWE Success Master by Arihant - Arihant Publications(I) Pvt.Ltd - Meerut
7. Verbal Ability for CAT by Sujith Kumar - Pearson India
8. Verbal Ability & Reading Comprehension by Arun Sharma - Tata McGraw - Hill Education

## SEMESTER III

<b>MB16301</b>	<b>SUMMER INTERNSHIP (6 WEEKS) (PRACTICAL)</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>0</b>	<b>0</b>	<b>8</b>	<b>4</b>

Between the end of the first year and the beginning of the second year, all MBA students are required to work on a summer internship for a minimum of Six weeks. Interns are governed by the following rules:

Students are evaluated by the project guide of the respective organizations. A student is required to get a satisfactory rating on the evaluation to complete the programme for award of Degree.

Immediately after the completion of the internship, it is the prime responsibility of the students to submit the filled-in Summer Internship Evaluation Report Form, duly signed by the project guide.

Students are required to submit one hard copy and a CD of the project report to within the prescribed deadline, failing which it is deemed that the student has not fulfilled the academic requirement. If the project report is confidential in nature, the student has to submit one hard copy of the abridged version of the report along with the letter from the organization confirming that the report is confidential.

All summer internship formalities must be completed by the student before arriving on campus for the 2<sup>nd</sup> Year programme.

<b>MB16302</b>	<b>STRATEGIC MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

### OBJECTIVES

- To design and formulate a strategy and implement the same effectively in an organizational environment
- To assess the business environment and gain the ability to create sustainable competitive advantage to the organization
- To enable to implement a strategy and control deviations if any.

### UNIT I - OVERVIEW OF STRATEGIC MANAGEMENT

Introduction to strategic management –Evolution of Strategic Management - Globalization and its challenges to strategic management - Process of strategic Planning- Strategic Intent

## **UNIT II - ENVIRONMENT ANALYSIS**

External Environment Analysis: Environment Scanning – Techniques of External Environment Analysis – Industry Analysis: Porters Five Forces Model - Internal Environment Analysis : Resource Based View – Value Chain Analysis - Strategic Audit - Synthesis of Environment Factors

## **UNIT III - STRATEGY FORMULATION**

Business level Strategies – Corporate Strategies : Portfolio analysis – Corporate parenting– Functional Strategies - Network Level Strategies – Strategic Choice - Grand Strategy

## **UNIT IV - STRATEGY IMPLEMENTATION, EVALUATION AND CONTROL**

Process of Implementation – Process of evaluation and control-Types of controls- Techniques of control Corporate Governance and Corporate Ethics

## **UNIT V - STRATEGIC CHANGE AND INNOVATION**

Strategic change – Disruptive Innovation - Corporate Social Responsibility- Strategic Issues of Public Sectors, Small Business Organizations and Non Profit organizations.

## **TEXTBOOKS**

1. Thomas Wheelen and David Hunger, “Concepts in Strategic Management and Business Policy towards Global Sustainability” (13<sup>th</sup> edition) Prentice Hall
2. Khazmi Azhar, “Strategic Management and Business Policy” (Third Edition) The MC Graw Hill Companies

## **REFERENCES**

1. Bob De Wit and Ron Meyer, “*Strategy Synthesis -Managing Strategy Paradoxes to Create Competitive Advantage*” Fourth Edition, Cengage Learning.
2. Markides, Constantinos. "Disruptive innovation: In need of better theory."*Journal of product innovation management* 23.1 (2006): 19-25.
3. Jauch, Lawrence R., and William F. Glueck. *Business policy and strategic management*. McGraw-Hill, 1988.
4. David, Fred, and Forest R. David. "*Strategic Management: A Competitive Advantage Approach, Concepts and Cases*. 2016.

<b>MB16303</b>	<b>INTERNATIONAL BUSINESS AND FINANCE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

## **OBJECTIVES**

- To discuss the challenges of international management and describe the 21<sup>st</sup>-century global competitive landscape
- To describe global business concepts, models, and frameworks and their cross-functional integration
- To research varied foreign markets and develop strategy that takes into account relevant political, cultural, and economic factors
- To identify some of the different skills and systems required to implement strategies across borders
- To explain how firms sustain and renew resources, capabilities and core competencies to support international growth strategies
- To improve critical and strategic thinking, primarily through deciphering complex international business environments.

## **UNIT I - INTRODUCTION TO GLOBAL BUSINESS**

Globalization: Drivers of Globalization - Emergence of Global Institutions - The changing demographics of the Global Economy - Managing in the Global Market place -- Stages of Internationalization.

## **UNIT II - INTERNATIONAL TRADE AND BUSINESS ENVIRONMENT**

International Trade theories - International Business Environment: Changing dynamics of Political, Economic, Social and Technological environment - Role of International Organizations: WTO, IMF, World Bank, GATT - Regional Integration: Major regional Trading Blocs

## **UNIT III - FUNCTIONAL AREAS RELATING TO INTERNATIONAL BUSINESS**

International Human Resource Management, International Financial Management, International marketing, International operations

## **UNIT IV - THE STRATEGY AND STRUCTURE OF INTERNATIONAL BUSINESS**

Strategy of International Business: Entry Strategies - Alliances and Acquisitions - Managing Competitive Dynamics - Global organization structures

## **UNIT V - INDIA IN THE GLOBAL SETTING**

EXIM Policy - Export Procedure - Documentation - INCOTERMS - Role of Export promotion council- Government Initiatives: Special Economic Zones - Export Promotion Subsidies- Ethical Issues of Global business

## TEXTBOOKS

1. Charles W.I. Hill and Arun Kumar Jain, International Business, 6th edition, Tata Mc Graw Hill, New Delhi, 2010.
2. Peng, M. W. (2016). *Global business*. Cengage learning.

## REFERENCES

1. 1.Cherunilam, Francis. *International business: text and cases*. PHI Learning Pvt. Ltd., 2010.
2. K Ashwathappa, International Business, 4th edition, Tata McGraw-Hill,
3. Paul, Justin. *International business*. PHI Learning Pvt. Ltd., 2011.

MB16304	BUSINESS ANALYTICS	L	T	P	C
		0	0	6	3

## OBJECTIVES

- To understand the purpose of using Business Analysis tools within an organization
- To summarize and analyze a dataset for making informed decisions
- To identify the choice of tools to address the Business problems
- To use advanced analytical tools to analyze complex problems in uncertainty

## UNIT - I

Business analytics - need - scope – applications – descriptive analytics – predictive analytics – prescriptive analytics

## UNIT - II

Descriptive analytics – types of data – creating distributions from data – measures of location – measures of variability – measures of variability – measures of association

## UNIT - III

Data visualization – data dashboards – linear regression – time series analysis and forecasting – data mining – cluster analysis

## UNIT - IV

SPSS – Introduction – Frequency Tabulation – Parametric tests – Non Parametric Tests – Regression Using SPSS – Factor Analysis

## UNIT V

Data analysis using R – R Studio – Introduction, Importing Data from Excel – Slicing of data using Inbuilt Data sets – Variables – Regression script - Rattle for R

## TEXTBOOK

1. Camm, Cochran, Fry, Ohlmann, Anderson, Sweeney, Williams, "Essentials of Business Analytics", Cengage Learning, 2015.

## REFERENCE

1. SandhyaKuruganti, "Business Analytics: Applications To Consumer Marketing", McGraw Hill, 2015
2. Bernard Marr, "Big Data: Using Smart Big Data, Analytics and Metrics to Make Better Decisions and Improve Performance", Wiley, 2015

<b>CAS2006</b>	<b>CAREER ADVANCEMENT COURSE FOR MANAGERS - III</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>1</b>	<b>0</b>	<b>1</b>	<b>1</b>

## OBJECTIVES

- To develop social integrity and ethical conduct
- To sensitize themselves to the needs of the society and offer help wherever possible
- To understand and appreciate the dignity of labour
- To adapt to the organizational conditions
- To contribute to the welfare of the society

## UNIT I - INCEPTION

Initiation (Formal communication with the organization – Collecting contact numbers, mail id's & address, Organization's approval, Team formation, mentoring and other formalities for implementation)

## UNIT II - PLAN OF OPERATION

Work Plan (Roles and responsibilities of Team Leader & members, Planning and Coordination of activities)

## UNIT III - PROJECT PROGRESS REPORT

Review Meet (attendance, documentation of assignments, fixing deadlines, sharing of encountering challenges)

## UNIT IV - PROJECT PRESENTATION

Report Presentation (Supporting evidence (photos, log book, letters of acknowledgement/ appreciation etc., Organization's Feedback)

## ASSESSMENT (Internal)

### Weightage

The proposal of the Project plan	10%	
Project Review – 1	15%	
Project Review – 2	15%	
Project Report		30%
Feedback	30%	

## REFERENCES

1. <http://www.allprojectreports.com/>
2. <http://lancaster.unl.edu/4h/serviceideas.shtml>
3. [www.managementparadise.com](http://www.managementparadise.com)

MB16305	PROJECT (FUNCTIONAL) (PRACTICAL)	L	T	P	C
		0	0	4	2

The projects are undertaken by the students through the supervision of the respective faculty members. The project is evaluated by the members of research on the below following as a yardstick for evaluation.

### Evaluation

Conforming to typographic specifications	-	10
Originality in topic selection /innovative ideas	-	10
Quality of observation /research	-	10
Contributes to original work	-	10
Originality in suggestions / discussion	-	10
Visual Presentation in PPT	-	10
Report Preparation	-	10
Defending the viva Questions	-	10
Originality in research	-	10
Communication	-	10
		-----
		100
		-----



**FUNCTIONAL ELECTIVES**

**MARKETING**

**FINANCE**

**SYSTEMS**

**OPERATIONS**

**HUMAN RESOURCE MANAGEMENT**



## MARKETING ELECTIVES

<b>MB16MM01</b>	<b>- PRODUCT AND BRAND MANAGEMENT</b>
<b>MB16MM1602</b>	<b>- MARKETING RESEARCH</b>
<b>MB16MM03</b>	<b>- SALES MANAGEMENT AND RETAILING</b>
<b>MB16MM04</b>	<b>- DIGITAL MARKETING</b>
<b>MB16MM05</b>	<b>- SERVICES MARKETING AND CRM</b>
<b>MB16MM06</b>	<b>- RURAL AND GREEN MARKETING</b>

<b>MB16MM01</b>	<b>PRODUCT AND BRAND MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

### OBJECTIVES

- To learn what is product mix and to classify products
- To design the marketing plan
- To strategize product offers over its life cycle stages
- To evaluate competitor analysis and understand consumer needs
- To forecast market and sales potential and to learn new product development process

### UNIT - I

Product management basics - what is a product - levels of product – classification - industrial and consumer – product system - product mix - product line – stretching - defining competitive set - category attractiveness analysis - market factors - category factors - environment factors, competitor analysis, customer analysis - elements of product strategy over the life cycle.

### UNIT - II

Brands versus products - can anything be branded - branding challenges and opportunities - strategic brand management process - brand elements (Criteria and Option) brand names – logos – symbols –slogans – packaging – customer based brand equity - building a strong brand - identifying and establishing brand positioning - types of positioning.

### UNIT - III

Designing marketing programs - product strategy - pricing strategy - channel strategy – direct -indirect channels - web strategies - integrated marketing communications and program to build brand equity – advertising – promotion - event marketing - public relations - personal selling - secondary brand associations

## UNIT - IV

Brand value chain - brand equity management system - measuring sources of brand equity - qualitative - projective techniques - brand personality - experiential techniques - quantitative techniques for measuring brand equity - brand architecture - the brand product matrix - brand hierarchy - designing a brand strategy - corporate branding

## UNIT - V

New product development - line extension - product testing - brand extensions - managing brands - over time - reinforcing brands - revitalizing brands - rebranding - retiring brands - adjustments to brand portfolios - global brand strategy - standardization - customization

## TEXTBOOK

1. Kevin Lane Keller, 'Strategic Brand Management' 3rd edition, Pearson, 2011

## REFERENCES

1. A.K. Chital, Ravi Gupta, 'Product Policy and Brand Management-Text and cases', 3rd edition, PHI, 2016.
2. Kevin Lane Keller, 'Best Practice Cases in Branding: Lessons from the World's Strongest Brands', 3rd edition, Pearson, 2011
3. Donald R. Lehmann & Russell S. Winer 'Product Management', 4th edition McGrawHill Series in Marketing, 2004.
4. Kapferer, 'Strategic Brand Management' 4th edition, Paperback.
5. David Asker, 'Building Strong Brands' Free Press 1995

MB16MM02	MARKETING RESEARCH	L	T	P	C
		2	0	0	2

## OBJECTIVES

- To develop a research plan for execution
- To comprehend and apply effective marketing research techniques to solve day today marketing problems
- To set up a professional methodology and analytical procedure to scientifically arrive at solutions for business queries
- Learn the value of scientific research for problem solving and decision making
- Present the findings and results for managerial action to gain competitive advantage and stay ahead of competition

## UNIT - I

Introduction to marketing research and research design - marketing research process - marketing decision making - marketing research problem - research

questions and hypothesis - basic research design and types of research - exploratory and conclusive research designs.

## **UNIT - II**

Methods of data collection - secondary versus primary data - sources of secondary data - focus groups - survey methods - observational methods – scaling - primary scales of measurement - comparative scales – non-comparative scales - scale evaluation - questionnaire design - multidimensional scaling - pre-processor to MDS

## **UNIT - III**

Market research techniques, retail store audit, consumer panels, test marketing, research in advertising decisions, marketing audit, database marketing, and focus group interviews - pricing research - media research

## **UNIT - IV**

Sampling - questionnaire and scaling techniques - probability and non-probability – sampling - sampling methods - sample design - questionnaire design and drafting scaling techniques - perceptual map - semantic differential – Likert rating and ranking scales - hypothesis testing -application of statistical tools – Univariate, bivariate and multivariate techniques.

## **UNIT - V**

Data analysis and reporting: data collection - data preparation - data analysis - steps in formulating -setting up and implementation of a marketing research project - selling the idea of MR

## **TEXTBOOK**

1. Malhotra, Dash '*Marketing Research: An applied orientation*' 6th Ed. Pearson Ltd, 2012.

## **REFERENCES**

1. G.C. Beri, '*Marketing Research*', Tata McGraw-Hill Education.
2. Churchill, Lacobucci &Israel, '*Marketing Research-A South Asian Perspective*'CengageLearning, India edition, 2010.
3. Harper, W. Boyd Jr, Ralph Westfall, Stanley F. Stasch, Richard D. Irwin Inc.,'*Marketing Research – text and cases*', All India Traveler Book Seller.
4. Raymond Kent, '*Marketing Research – Measurement, Method and application*', International Thomson Business Press.
5. William G. Zikmund, Barry J. Babin, '*Essentials of Marketing Research*, International Edition, 5e, Cengage Learning
6. William G. Zikmund, Barry J. Babin, Jon C. Carr, Mitch Griffin, '*Business Research Methods*, International Edition, 9e, Cengage Learning

<b>MB16MM03</b>	<b>SALES MANAGEMENT AND RETAILING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

## **OBJECTIVES**

- To develop the selling skills
- To differentiate various selling techniques
- To forecast sales, and predict market potential
- To prepare a sales budget and delineate sales territories

### **UNIT - I**

Sales management and business enterprise - marketing and selling - evolution of sales management - objectives of Sales management - Sales management and control - Personal selling-  
Types of personal selling - Theories of selling.

### **UNIT - II**

Market Potential, Sales Potential, Sales Forecast - Analyzing Market Potential - Market Indexes - Sales Forecasting Methods - Determining Sales related Marketing policies.

### **UNIT - III**

Sales Management Positions – Functions - Qualities of Effective Sales Executives - Compensation Plan and Patterns - Sales Force Management - Job Analysis - Job Description, Organization for Recruiting and Selection.

### **UNIT - IV**

Sales Organization - Types of Sales Organizational Structures - Sales Personnel - Training Programs - Training Methods - The Sales Budget - Budgetary Procedure - Quotas: Types of Quotas and Quota Setting Procedures - Sales Territories- Concepts and Procedures for Setting up Sales Territories.

### **UNIT - V**

Introduction to Retailing – Social and Economic significance - Types of Retailers - Multichannel Retailing -Consumer buying behaviour and the buying process - Location and Retail strategy - Retail Pricing -Merchandise Management - Visual merchandising - Information systems and Supply chain Management.

## **TEXTBOOKS**

1. Cundiff & Still, 'Sales Management Decisions, Strategies and Cases', 5<sup>th</sup> Edition, Pearson Education India, 2011
2. Levy, Michael & Weitz, Barton A.; Retailing Management; Tata McGraw Hill; 6th edition, New Delhi

## REFERENCES

1. Joseph F. Hair, Rolph E. Anderson, Rajiv Mehta, Barry J. Babin, '*Sales Management*' Cengage learning, 2011.
2. Krishna Havaladar, Vasant Cavale, '*Sales And Distribution Management*', Tata McGrawHill, 2011
3. Spiro, '*Management of a sales Force*', 11<sup>th</sup> Edition, Tata McGraw Hill India Ltd, 2003
4. Kapoor, '*Fundamentals of Sales Management*', Macmillan Publishers India Ltd, 2005
5. Pradip Kumar Mallik, '*Sales management*', Oxford University Process, 2011
6. Miller, '*Proactive Sales Management: How to lead, Motivate, and stay ahead of the Game*', 2009
7. Barry Berman & Joel R. Evans, '*Retail Management – A strategic approach*'; 10th edition, Pearson Education/ Prentice Hall India, New Delhi
8. Pradhan, Swapna; '*Retailing Management*'; Tata McGraw Hill; New Delhi
9. Bajaj, Chetan, Tuli, Rajnish and Srivastava, Nidhi; '*Retail Management*'; OUP; New Delhi
10. Newman, Andrew J. & Cullen, Peter; '*Retailing – Environment and Operations*'; Thomson Asia Pvt. Ltd.; New Delhi
11. Dunne, Patrick M., Lusch, Robert F & Griffith, David A.; '*Retailing*'; Thomson Asia Pvt. Ltd; ND
12. Lamba, A.J.' '*The Art of Retailing*' Tata McGraw Hill; New Delhi

MB16MM04	DIGITAL MARKETING	L	T	P	C
		2	0	0	2

## OBJECTIVES

- To understand the concepts of digital marketing
- To explicate the technology catalysis in delivering value
- To understand online consumer behavior and concept of cyber branding
- To distinguish the components of a web traffic plan and SEO
- To develop Insights on how organizations can leverage the benefits of social media

## UNIT I - MARKETING IN THE DIGITAL ERA

**E-marketing:** The virtual world-Changing Marketing Landscape - the internet and business - online Marketing Domains - The behavioral Internet - E-Marketing and CRM - Online advertising - Internet and Integrated Marketing communication - sales and Trade Promotion - Digital Marketing Optimization - The need for digital engagement - Generation Y - Expectations and Influence -Implications of Digital Change - Online Marketing Mix - Online consumer - Case studies.

## **UNIT II - CUSTOMER RELATIONSHIP MANAGEMENT IN A WEB WORLD**

CRM – Needs – Goals - Benefits – Process - CRM and the customer Life cycle - electronic customer relationship management - Key CRM Applications - Next generation CRM - A mobile App and a community - The New Age E-enterprise - Collaborative web and the E-enterprise - Case studies.

## **UNIT III - BUSINESS DRIVERS IN THE VIRTUAL WORLD**

Social Media-Social media model by Mc Kinsey - Marketing with Networks - Social world - Social Media Analytics - Social Media Tools - The social web - Viral Marketing - Social Curation and Brands - Inbound Marketing and Co-Creation - Social Media - The Road ahead - Case study

## **UNIT IV - ONLINE BRANDING, TRAFFIC BUILDING AND INTERNET MARKETING METRICS**

Cyber Branding - The digital brand ecosystem - Brand, experience - Customer engagement - Brand customer Centricity - Traffic Building: Internet traffic plan - Search Marketing methods for Traffic building - Traffic volume and quality - Search engine Marketing - Site optimization - Key word advertising - Key word value - Key word portfolio evaluation - Internet Marketing Metrics - websites and Internet Marketing - web business Models - E-commerce - Case Study.

## **UNIT V - ONLINE TOOLS FOR MARKETING**

Engagement marketing through Content Management - Online campaign management using Facebook, Twitter, Corporate Blogs - Sentiment Mining - Measuring Campaign effectiveness -Consumer segmentation, Targeting and Positioning using Online tools - Market influence Analytics in a Digital ecosystem - The contemporary digital Revolution-Online communities and co-creation -The future of Marketing - Gamification and Apps - Case studies

## **TEXTBOOK**

1. Vandana Ahuja,'Digital Marketing' Oxford University Press, 2016 edition

## **REFERENCES**

1. Damian Ryan, Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation Paperback – Import, Kogan Page 2014
2. Vandana Ahuja ,Digital Marketing Paperback Oxford University Press 2015
3. Hanlon Annmarie , Akins Joanna , Quickwin Digital Marketing: Answers to Your Top 100 Digital Marketing Questions Paperback PHI 2012.

<b>MB16MM05</b>	<b>SERVICES MARKETING AND CRM</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

## **OBJECTIVES**

- To understand service economy, nature and scope of the services sector
- To develop and design Service marketing strategies
- To develop, position, price and deliver services
- To set strategies for a wide choice of service sectors.
- To create insight in the area of customer relationship management.

## **UNIT I**

Introduction to services marketing - Evolution and growth of service sector, Nature, scope and unique characteristics – Classification - Expanded Service marketing mix - Environment and trends - Assessing service Market potential - Market segmentation, Targeting and positioning of services - Consumer Behavior in services - Challenges and issues.

## **UNIT II**

Service Life Cycle - New service development - GAP's model of service quality - Measuring service quality – SERVQUAL - Service quality function development.

## **UNIT III**

Customer expectations of service - Factors influencing expectations - Customer perceptions of service - customer satisfaction - Service quality - Service encounters - Service failures and recovery - Service recovery strategies - Service Guarantees - Service marketing Research.

## **UNIT IV**

Service innovations - Challenges, Important considerations – Types - Stages in service innovation and development - Service Blueprinting - Service standards. Pricing of services- Servicemarketing triangle - Integrated Servicemarketing communication.

## **UNIT V**

Introduction to CRM - Types of CRM - data warehousing - Data Mining - Customer portfolio Management - Customer Relationship Management and customer experience - creating value for customers - Managing Customer Life cycle - Customer acquisition - Retention and development - Information Technology for CRM.

## TEXTBOOKS

1. ValarieZeithamletal, 'ServicesMarketing', 6<sup>th</sup> Edition, Tata McGraw Hill Pvt. Ltd., 2013.
2. 'Francis Buttle,'Customer Relationship Management-Concepts and Technologies', Routledge, second edition, 2009

## REFERENCES

1. ChristopherH.LovelockandJochenWirtz, ' ServicesMarketing'PearsonEducation , NewDelhi, 2004
2. Hoffman, 'MarketingofServices'CengageLearning, 1st Edition, 2010.
3. K.DouglasHoffmanetal, 'Essentials ofServiceMarketing, Concepts, Strategies and Cases' 2<sup>nd</sup> Edition,ThomsonLearning, 2010
4. Services Marketing, 2<sup>nd</sup> Edition, Verma, Pearson Education India. 2012
5. Paul Greenberg”, CRM at the Speed of Light, 3rd edition, TMH, 2007.
6. “Baran, Galka and Strunk, Principles of CRM, Cengage Learning 2008.
7. “Jagdish. N. Sheth, Atul Parvatiyar and G. Shines ”(Editors), Customer Relationship Management, TMH, 2007.

<b>MB16MM06</b>	<b>RURAL AND GREEN MARKETING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

## OBJECTIVES

- To gain awareness to apply concepts, techniques and processes of marketing in rural context.
- To familiarize with the specific problems related to sales in rural markets
- To understand the working of rural marketing institutions and agricultural products
- To learn the strategies to price the products for the rural market
- To develop skills in green Marketing practices.

## UNIT I

Rural markets - introduction - defining rural markets-Rural myths -Evolution of Rural Marketing - Rural marketing mix: Challenges-The evolving Rural consumer and opportunities- The Rural environment- Rural Economic Structure-Rural Infrastructure-case studies

## UNIT II

Rural consumer behavior- Buyer decision process-Product adoption process-Diffusion of innovation-Rural Marketing research-Innovation in Rural Research-Field procedures and Rural Realities-Case studies



### **UNIT III**

Segmenting and Targeting Rural markets-Positioning-Product concept and classification of Rural products-Product decisions and strategies-Designing for Rural Needs-Branding -Packaging-New product Development-Pricing in rural India-Setting the price for Rural products and services-Price setting strategies-Rural specific pricing strategies-Case studies

### **UNIT IV**

Marketing communication-Communication strategies for rural Markets- -Rural Media-Sales promotion-Financial services in Rural India-Information and communications Technology in Rural areas- Distribution -Channel Behaviour-Distribution Models -Rural Logistics-Role of Government in Rural India-Future of Rural Marketing-Rural Boom-Forward Innovation-Rural Dividend-Case studies

### **UNIT V**

Introduction to green marketing-strategic green planning-environment and consumption- Green Product- Green Behavior- Five shades of green consumers-Segmenting consumers- Green consumer's motives-Buying strategies -Green Business Opportunities- Designing green products-eco-design to eco- innovation-Fundamentals of green marketing-Establishing Credibility-Green distribution and Packaging-Contemporary Government policies and subsidies that aids green product development and Green Marketing-Case Studies

### **TEXTBOOK**

1. Pradeep Kashyap-'Rural Marketing', 3rd edition, Pearson, 2016, New Delhi.
2. Jacquelyn Ottman - Berrett'The New Rules Of Green Marketing:Strategies,Tools, and Inspiration For Sustainable Branding', Koehler Publishers, February 14, 2011

### **REFERENCES**

1. BalamDogra, KarminderGhuman,'Rural Marketing, Concepts and Practices', Tata McGraw hill,5<sup>th</sup> edition,2010.
2. CSG Krishnamacharyulu, Lalitha Ramakrishnan, 'Cases in Rural marketing-an integrated approach', Pearson publishing India, 2013.
3. Prahalad C.K. – The Fortune at the Bottom of the Pyramid – Wharton School Publishing, Pearson Education.
4. CSG Krishnamacharyulu, Lalitha Ramakrishnan 'Rural Marketing: Text and Cases', 2<sup>nd</sup> Edition, Pearson Publishing India, 2011
5. T P Gopalswami - Rural marketing - Environment, Problems and strategies

6. Jacquelyn A. Ottman, 'Green Marketing: Opportunity for Innovation', 2nd edition, NTC Business Books, 1998.
7. John Grant, 'The Green Marketing Manifesto, Wiley, John & Sons, Incorporated
8. August 31, 2009.
9. Joel Makower, 'Strategies for the Green Economy: Opportunities and Challenges in
10. The New World of Business, - McGraw-Hill, October 5, 2008
11. Chris Arnold, 'Ethical Wiley, 2009

## FINANCE ELECTIVES

**MB16FM01- SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

**MB16FM02 - BANKING MANAGEMENT AND CREDIT ANALYSIS**

**MB16FM03 - TAXATION FOR MANAGERS**

**MB16FM04 - GLOBAL FINANCIAL MARKETS AND INSTITUTIONS**

**MB16FM05 - BEHAVIORAL FINANCE**

**MB16FM06-FINANCIAL STATEMENT ANALYSIS AND FINANCIAL MODELING**

<b>MB16FM01</b>	<b>SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

### OBJECTIVES

- To understand the different investment alternatives for portfolio management
- To provide insights into the general structure and the functioning of financial markets
- To develop knowledge on valuation of securities and analysis of markets
- To apply standard models of financial economics to problems of portfolio optimization, diversification, risk management

### UNIT I - OVERVIEW OF INVESTMENT

Investment-Objectives-Indian Financial system-investment process-investment avenues-capital market: primary market-IPO process-participants- Regulatory mechanism, Secondary market: stock exchanges –structure and trading mechanism-settlement-participants/intermediaries in the secondary market-regulatory framework of secondary market-margin trading-stock index: types of Index: India, Global- construction of stock Index

### UNIT II - VALUATION OF SECURITIES

Risk-Return analysis in Investment –stock valuation: valuation based on accounting information, valuation based on dividends, valuation based on earnings-Bond valuation-bond yield-bond value theorem- preference shares valuation

### UNIT III -FUNDAMENTAL AND TECHNICAL ANALYSIS

Fundamental analysis: Economic analysis, Industry analysis, Company analysis- Technical analysis and market efficiency: basic tenets- tools of technical analysis – indicators-patterns-Efficient market Hypothesis-efficient market-forms of market efficiency-tests of market efficiency-random walk Hypothesis

## UNIT IV -PORTFOLIO STRATEGY

Portfolio analysis- Efficient portfolio-efficient frontier-Markowitz portfolio optimization- Sharpe Single Index model-capital assets pricing model-factor model and Arbitrage pricing theory

## UNIT V- PORTFOLIO EVALUATION

Portfolio evaluation and revision-portfolio evaluation: Sharpe ratio, Treynor's ratio, Jensen's Index-measures of portfolio performance

## TEXT BOOK

1. Sashidharan and Alex Mathew -SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT –Tata McGraw Hill Publication 2011.

## REFERENCES

1. Donald E. Fischer, Ronbald J. Jordan - *Security Analysis and Portfolio Management*– Pearson Publications – 6<sup>th</sup> edition – 2010.
2. Herbert B. Mayo - An introduction to Investments - Cengage Learning – 2<sup>nd</sup> edition, 2010.
3. Kane, Bodie, Marcus- *Essentials of Investments*- McGraw Hill
4. Frank Reilly, Keith Brown (2011)- *Investment Analysis and Portfolio Management*-Cengage Learning
5. Charles P Jones –*Investments Analysis and Management*-9<sup>th</sup> edition -Wiley

MB16FM02	BANKING MANAGEMENT AND CREDIT ANALYSIS	L	T	P	C
		2	0	0	2

## OBJECTIVE

- To enhance the role and importance of banks in the contemporary business scenario
- To discuss the services of modern banking and its role in economic development
- To Know the recent developments in the banking sector

## UNIT - I

Banking basics- Recent developments in the Indian banking system- Types of Banks- Banking structures - Role and functions of Bank- Role of commercial banks as a Financial Intermediary –RBI and its role as the central bank of our country- Constituent of Payment System. Mode of delivery:Lecture Mode /PPT- Indian banking systems

## **UNIT - II**

Branch banking Vs Unit banking-Wholesale Banking and Retail Banking – Products/ Services offered by banks - Bank-Customer Relationship - Negotiable Instruments- Types, features and Precautions to be taken while honoring the cheque – Crossing- Material alteration-Modes of creating charge.Mode of delivery: Lecture Mode /PPT- Wholesale Banking and Retail Banking

## **UNIT - III**

Types of customers for a bank- KYC, AML, Customer relationship management- Non-fund based facilities, Core Banking, E- Banking, Electronic Fund Transfer, ATM - Types of Charges levied in a bank - Code of Bank Commitment to Customers - Impact of Technology in Banking Sector, Mode of delivery:Lecture Mode /PPT- KYC, AML, Customer relationship management

## **UNIT - IV**

Bank balance sheet structure. - Record keeping - 5S concepts, Principles of Lending, Credit appraisal- Money Market Operations, Credit Risk Management, Prudential Norms- Asset Classification – Nonperforming assets – Provisioning - Recent reforms in the banking sector in India. Mode of delivery: Lecture Mode /PPT- Principles of Lending/NPA

## **UNIT - V**

Asset Liability Management - Capital Adequacy in Banks - Basel norms-CAMELS rating of Banks - Banking Ombudsman - SARFAESI Act - Banking Regulation Act- Provisions relating to service and operations in banksMode of Delivery – Lecture, GD, - Capital Adequacy in Banks and Basel norms

## **TEXTBOOK**

1. Padmalatha Suresh and Justin Paul -Management of Banking and Financial services- Pearson Publication 2<sup>nd</sup> 2010.

## **REFERENCES**

1. Sundaram&Varshney- Banking Theory, *Law &Practice* –Sultan Chand&Sons, 2010
2. D. Muraleedharan - *Banking Theory and Practice* –PHI Learning Pvt. Ltd, 3<sup>rd</sup> edition, 2011
3. Taxmann- *Principles &Practice of Banking*- Macmillan
4. S. Natarajan&R. Parameswaran- *Banking Law&Practice*-S. Chand

<b>MB16FM03</b>	<b>TAXATION FOR MANAGERS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

## **OBJECTIVE**

- To impart a basic understanding of the essential elements of direct and indirect taxes.
- To provide a strong conceptual framework for management students to appreciate the significance and impact of taxation on managerial decision making.
- To help the management graduate to practice tax laws in their day-to-day functions and keep abreast of all current developments.

## **UNIT I - INCOME TAX**

Income Tax Act, 1961- basic concepts and definitions- income which does not form part of total income (Sec 10, 10 A, 10 B and 11-13 A) – Heads of income and computation of total income under various heads- Taxation of Individuals including NRIs, HUF, Firms, LLP's- Trust and charitable Institutions.

## **UNIT II - CORPORATE TAXATION**

Classification, Tax incident, Computation of Taxable income and assessment of tax liability, dividend distribution tax, Minimum alternate tax and other special provisions relating to companies- Tax deduction at source, tax collection at source, recovery and refund of tax- Advance tax.

## **UNIT III -INDIRECT TAX**

Basic concepts of central excise- Classification excisable goods- valuation of goods- Central excise procedures.

## **UNIT IV -CUSTOMS DUTY**

Basic concepts of customs duty- Classification of customs duty- valuation under customs law- Conveyance, Clearance and warehousing- procedures- Baggage-post- stores and postal goods.

## **UNIT - V TAX PLANNING AND MANAGEMENT**

Double taxation avoidance agreement and tax heavens-Tax planning and Management.

## **TEXTBOOK**

1. "Direct taxation" by Dr. VinodSighania, Latest Edition Taxmann publication.

## REFERENCES

1. "Student reference on indirect taxes" by CA G. Sekar, first edition by Wolters Kluwer India Pvt Ltd.
2. "Revision guide for taxation" by CA G. Sekar, first edition by Wolters Kluwer India Pvt Ltd.

<b>MB16FM04</b>	<b>GLOBAL FINANCIAL MARKETS AND INSTITUTIONS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

## OBJECTIVE

- To impart the basic understanding of international capital markets, bond markets and currency markets.
- To provide a strong conceptual framework for management students, to appreciate the significance of global financial markets and institutions.

### UNIT I - INTRODUCTION TO GLOBAL FINANCIAL MARKET

Money market-functions- financial instruments-capital market instruments-global financial markets-general characteristics and functions-commercial paper market-certificate of deposit market etc.

### UNIT II - INTERNATIONAL CAPITAL MARKET

Purposes of National Capital Markets -Role of Debt- Role of Equity- Purposes of the International Capital Market Expanding the Money Supply for Borrowers- Reducing the Cost of Money for Borrowers -Reducing Risk for Lenders Forces Expanding the International Capital Market -World Financial Centers -Offshore Financial Centers - Main Components of the International Capital Market- International Bond Market-Types of International Bonds Interest Rates- A Driving Force International Equity Market.

### UNIT III - GLOBAL FINANCIAL INSTITUTIONS

World Bank-International Fund for Agricultural Development (IFAD)-European Investment Bank (EIB)-Islamic Development Bank (IsDB)-Asian Development Bank (ADB)-European Bank for Reconstruction and Development (EBRD)-CAF - Development Bank of Latin America (CAF)-Inter-American Development Bank Group (IDB, IADB)-African Development Bank (AfDB)-Asian Infrastructure Investment Bank (AIIB).

### UNIT - IV CORPORATE VALUATION AND INTRODUCTION

Approaches to valuation- discounted cash flow valuation- relative valuation-valuation of operating and financial synergy- valuing corporate control- valuing of LBO-methods of financial mergers- Cash offer, share exchange ratio- cross border acquisitions and its related valuation approaches.

## UNIT V - GLOBAL FINANCIAL MANAGEMENT

Foreign Exchange Markets and Exchange Rates- Purchasing Power Parity- Interest Rate Parity- Unbiased Forward Rates and the International Fisher Effect- International Capital Budgeting-Exchange Rate Risk-Political Risk.

### TEXTBOOK

“*International Financial Management*” BY P G Apte McGraw Hill Higher Education 7<sup>th</sup> EDITION.

### REFERENCES

1. “*International Financial Management*” BY VYUPTAKESH SHARAN -PHI Learning Private Limited 6<sup>th</sup> EDITION.
2. “*Financial Markets And Institutions*” BY Dr. S GURUSAMY- McGraw Hill Higher Education 3<sup>rd</sup> EDITION
3. “*Corporate Finance*” BY Stephen A. Ross, Randolph W. Westerfield, Jeffery Jaffe, Ram Kumar Kakani – McGraw Hill Education 10<sup>th</sup> EDITION

MB16FM05	BEHAVIORAL FINANCE	L	T	P	C
		2	0	0	2

### OBJECTIVE

- To enable the students to understand the psychological impact on market investors, portfolio managers and financial economists.

### UNIT - I

Individual investors – problems – Institution verses reasoning- psychology- positive self illusions – prerequisites for rational choices quasi rational choice.

### UNIT - II

Efficient market hypothesis – fundamental information and financial markets – Information available for market participant and market efficiency – market predictability

### UNIT - III

The concept of arbitrage – limits of arbitrage - the equity premium puzzle – volatility puzzle – disposition effect – endowment – effect and availability heuristic myopic loss aversion and mental accounting – naïve diversification – overconfidence and optimism.

### UNIT - IV

Expected utility – violations of expected utilities – prospect theory – risk aversion – anomalies – accounting anomalies calendar anomalies – attention anomalies – celestial’s anomalies – meteorological anomalies.



## UNIT - V

Overreaction – under reaction – fairness – ethics – mutual fund scandal – advertising to investors – saving behavior

## TEXTBOOK

1. Daniel Kahneman, Thinking fast and slow, Farrar, Straus and Giroux-2013

## REFERENCES

1. Scott Plous, The psychology of judgment and decision making McGraw hill - 1993
2. Daniel Kahneman and Amos Tversky (Eds) Choices, values and frames; Russell sage foundation Cambridge, VIC New York - 2000
3. Andrei Sheifer Inefficient markets Oxford, New York, Oxford University Press - 2000

MB16FM06	FINANCIAL STATEMENT ANALYSIS AND FINANCIAL MODELING	L	T	P	C
		2	0	0	2

## OBJECTIVE

- To provide an in-depth understanding of financial statement and tools of analysis
- To equip the students for the role of financial and credit analysis

## UNIT I - TOOLS FOR FINANCIAL STATEMENT ANALYSIS

Computation of ROI, PE Ratio, Profitability Ratio, Financial condition ratio- liquidity and solvency ratio- Dividend policy- Growth measure- Computation of CAGR.

## UNIT - II UNDERSTANDING FINANCIAL STATEMENTS

Notes to financial statement, additional information in annual report- segment reporting- full disclosure- comparative statement- management discussion and analysis.

## UNIT- III FINANCIAL STATEMENT ANALYSIS AND INTERPRETATION

Liquidity and solvency analysis using cash flow statement- the dilemma of cause and effect- Prerequisites of an effective financial statement- case studies.

## UNIT IV - FINANCIAL STATEMENT MODELING

Model structure- Approaches- Model Use- Logical Functions- Lookup Functions- Financial functions and other useful functions in MS-Excel to develop a new financial model based on the existing financial statements.

## **UNIT V - SENSITIVITY ANALYSIS AND SCENARIOS**

Advance functions in finance, namely NPV and IRR- Goal Seek – Data table- scenarios- solver- Monte Carlo simulation- good modeling practices.

### **TEXTBOOK**

1. Practical financial modeling a guide to current practice, by Jonathan swan, second edition CIMA Publishing Ltd.

### **REFERENCES**

1. Accounting text and cashes by Robert and Anthony, David F Hawkins, Kenneth A Merchant by 12<sup>th</sup> edition McGraw-hill publishing company.
2. Contemporary Financial Accounting & Reporting for Management by Nalayiram Subramanian, first edition SN corporate management consultants Pvt ltd.,
3. Financial modeling using excel by Simon Beniga 3<sup>rd</sup> Edition

## DATA ANALYTICS ELECTIVES

**MB16SM01 - PREDICTIVE ANALYTICS**

**MB16SM02 - INFORMATION SECURITY IN BUSINESS**

**MB16SM03 - DATA VISUALIZATION AND DECISION MAKING SYSTEMS**

**MB16SM04 - PYTHON FOR DATA SCIENCE**

**MB16SM05 - BIG DATA AND CLOUD COMPUTING**

**MB16SM06 - E-BUSINESS AND MARKETING ANALYTICS**

<b>MB16SM01</b>	<b>PREDICTIVE ANALYTICS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

### OBJECTIVES

- To prepare data for Predictive analytics
- To equip the students with association rules and modeling method
- To enhance the knowledge in assessment methods for descriptive and predictive modeling

### UNIT I - INTRODUCTION TO PREDICTIVE ANALYTICS

Analytics, Predictive Analytics, Business Intelligence vs. Predictive Analytics, Predictive Analytics vs. Statistics, Predictive Analytics vs. Data Analytics, Who uses Predictive Analytics, Challenges in Using Predictive Analytics. Setting up the Problem: Predictive Analytics Processing Steps, Business Understanding, Defining Data for Predictive Modeling, Defining the Target Variable and Measures of Success for Predictive Models, Doing Predictive Modeling out of order.

### UNIT II - DATA UNDERSTANDING, DATA PREPARATION, ITEM SETS AND ASSOCIATION RULES

What the Data Looks Like, Single Variable Summaries, Data Visualization in one dimension, Histograms, Multiple Variable Summaries, Data Visualization, Two or Higher Dimensions, Value of Statistical Significance, Data Audit, Variable Cleaning, Feature Creation. Terminology, Parameter Settings, How the Data Is Organized, Measures of Interesting Rules, Deploying Association Rules, Problems with Association Rules, and Building Classification Rules from Association Rules.

### UNIT III - DESCRIPTIVE MODELING AND INTERPRETING DESCRIPTIVE MODELS

Data Preparation Issues with Descriptive Modeling, Principal Component Analysis, Clustering Algorithms, And Standard Cluster Model Interpretation.

## **UNIT IV-PREDICTIVE MODELING AND ASSESSING PREDICTIVE MODELS**

Decision Trees, Logistic Regression, Neural Networks, K-Nearest Neighbor, Native Bayes, Regression Models, Linear Regression. Batch Approach to Model Assessment, Assessing Regression Models.

## **UNIT V - MODEL ENSEMBLES, TEXT MINING AND MODEL DEPLOYMENT**

Motivation for Ensembles, Bagging, Boosting, Improvements to Bagging and Boosting, Model Ensembles and Occam's Razor, Interpreting Model Ensembles, Predictive Modeling approach to Text Mining, Structured vs. Unstructured Data, Text Mining Applications, Data Sources for Text Mining, Data Preparation Steps, Text Mining Features, Modeling with Text Mining Features, Regular Expressions, Deployment Steps.

### **TEXTBOOK**

1. Applied Predictive Analytics, Dean Abbott, Willey, 2014.

### **REFERENCES**

1. Predictive Analytics , Anasse Bari, Mohamed Chaouchi and Tommy Jung, Willey,2015
2. Alberto Cordoba, "Understanding the Predictive Analytics Lifecycle", Wiley, 2014.
3. Eric Siegel, Thomas H. Davenport, "Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die", Wiley, 2013.

<b>MB16SM02</b>	<b>INFORMATION SECURITY IN BUSINESS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

### **OBJECTIVES**

- To explore the challenges in information Security
- To provide extensive knowledge on standards for Information Security and their implications
- To provide technical skills and knowledge about various methods for securing information

### **UNIT I**

Introduction – risks in computing – goals of security – threats to secure computing-controls

### **UNIT II**

Encryption and Cryptography – methods – standards –Cryptanalysis- Uses

### UNIT III

Program security – malicious code – types – types of attacks – other threats and controls – database and data mining security – reliability and integrity

### UNIT IV

Network security – network concepts – threats- security controls for network- firewall

### UNIT V

Security Planning – Standards – Legal and Ethical Issues

### TEXTBOOK

Charles, Pfleeger., & S. L. Pfleeger. (2008). Security in Computing. Ed.4. PHI

### REFERENCES

1. Tipton, H. F., & Krause, M. (2003). Information Security Management Handbook.CRC Press.
2. Whitman, M. E., &Mattord, H. J. (2011). Principles of Information Security, CengageLearning.
3. Alberts, C. J., &Dorofee, A. (2002). Managing Information Security Risks: the OCTAVE Approach. Addison-Wesley Longman Publishing Co., Inc.
4. Krutz, R. L., & Vines, R. D. (2010). Cloud Security: A Comprehensive Guide to Secure Cloud Computing, Wiley Publishing.

<b>MB16SM03</b>	<b>DATA VISUALIZATION AND DECISION MAKING SYSTEMS</b>			
	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

### OBJECTIVES

- To integrate complex data analytics with decision making in learners learning system
- To effectively deliver design principles
- To provide exposure and detailed knowledge on visualizing complex data types

### UNIT I

Purpose of Visualization, Excellence and Integrity, Sources – Sophistication - forms

### UNIT II

Theory of Data Graphics, Design – data density – Aesthetics- Dashboards – principles of creation – real time data visualization

### UNIT III

Principles of decision making – Semiotics- use of data in aiding quality of decision making – theories of visual cues – color, Pattern, Space etc.

### UNIT IV

Data characteristics – representation methods and techniques for different types of data– Visualization Process

### UNIT V

Decision Management Systems – Business Rules – Principles – Service Oriented Platform-Design and Implement Decision Services

### TEXTBOOKS

1. Edward Tufte, The Visual Display of Quantitative Information, Graphics Press, Ed.2
2. Efraim Turban, Jay E. Aronson, Ting-Peng Liang, “Decision Support Systems & Intelligent Systems”, 9th Edition, Prentice Hall, 2010.

### REFERENCES

1. Stephen Few, Information Dashboard Design, Analytics Press, 2015
2. Wilkinson, L. (2006). ‘The Grammar of Graphics’. Springer Science & Business Media.
3. Edward Tufte, Envisioning Information, Graphics Press

MB16SM04	PYTHON FOR DATA SCIENCE	L	T	P	C
		2	0	0	2

### OBJECTIVES

- Capturing data from the internet and other sources
- Sample and clean the data
- Data Munging using Python
- Exploratory Data Analysis
- Prediction using statistical tools using Map reduce

### UNIT I

Introduction to Python Language, Data types, data storage, creation, subsetting, manipulation, functions, packages, overview of Pandas.

### UNIT II

NumPy package, understanding, and usage. Data scraping, sampling, Data cleaning and data Munging. Exploratory Analysis

### UNIT III

Predictive models, coding for different models, evaluating the models, Recommender systems using Python.

### UNIT IV

Matplotlib, using python to create visualizations, presenting complex visualizations.

### UNIT V

Text Analytics, building Map reduce scripts for hadoop

### TEXTBOOK

1. Wes McKinney, Python for Data Analysis, O'Reilly, 2012

### REFERENCES

1. Sebastian Raschka, Python, Machine Learning, Packet Publishing, Sep.2015
2. Joel Grus, Data Science from Scratch, O'Reilly, 2015

<b>MB16SM05</b>	<b>BIG DATA AND CLOUD COMPUTING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
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### OBJECTIVES

- The challenges confronting the enterprises embracing big data
- Framework of Open source software Hadoop
- Hadoop Ecosystem
- Programming in Mapreduce and Hive
- Anatomy of Pig.
- Using Cloud Computing in Management

### UNIT I - INTRODUCTION TO BIG DATA

Classification of Digital Data, Characteristics of Data, Evolution of Big Data, Definition of Big Data, Challenges with Big Data, What is Big Data?, Other Characteristics of Data, Traditional Business Intelligence versus Big Data, Data warehouse Environment, Hadoop Environment, What is new in Today? , What is changing in the Realms of Big Data?

### UNIT II - BIG DATA ANALYTICS AND BIG DATA TECHNOLOGY LANDSCAPE

What is Big Data Analytics? What Big Data Analytics Isn't? Classification of Analytics, Challenges Facing Big Data, Why are Big Data Analytics Important? What kind of Technologies are we looking? Data Science, Terminologies Used in Big Data Environments, Basically available Soft State Eventual Consistency, Few Top Analytics Tools. NoSQL and Hadoop.

### **UNIT III - HADOOP FRAMEWORK AND HIVE**

Introduction to Hadoop, Why Hadoop, Why not RDBMS? RDBMS versus Hadoop, Distributed Computing Challenges, History of Hadoop, Hadoop overview, Use case of Hadoop, Hadoop Distributors, Hadoop Distributed File System, Processing Data with Hadoop, Managing Resource and Applications with Hadoop YARN, Interacting with Hadoop Ecosystem. Hive: What is Hive?, Hive Architecture, Hive Data Types, Hive File Format, Hive Query Language, RCFile Implementation, SerDe, User-Defined Function.

### **UNIT IV - MAPREDUCE PROGRAMMING AND PIG**

Mapper , Reducer, Combiner, Partitioner , Searching, Sorting, Compression, Remind Me, Point Me, Connect Me, Test Me. What is Pig? The Anatomy of Pig, Pig on Hadoop, Pig Philosophy, Use Case for Pig, Data Types in Pig , Running Pig, Execution Modes of Pig, HDFS Commands, Relational Operators, Eval Function, Complex Data Type, Piggy Bank, User – Defined Functions, parameter Substitution, Diagnostic Operator, Word Count Example using Pig, When to use and not to use Pig? Pig at Yahoo, Pig versus Hive.

### **UNIT V - CLOUD COMPUTING**

Cloud Architecture – Cloud services and applications – Platforms (AWS, Google, and Microsoft)-Cloud Infrastructure and Security

### **TEXTBOOK**

1. Big Data and Analytics, Seema Acharya, Subhashini Chellappan, 1<sup>st</sup> Edition, 2015, Willey India Pvt. Ltd, New Delhi.

### **REFERENCES**

1. Boris lublinsky, Kevin t. Smith, Alexey Yakubovich, “Professional Hadoop Solutions”, Wiley, ISBN: 9788126551071, 2015.
2. Cloud Computing –Bible, Barrie Sosinsky, Wily India Pvt. Ltd., 2011
3. Chris Eaton, Dirk deroos et al., “Understanding Big data”, McGraw Hill, 2012.
4. Tom White, “HADOOP: The definitive Guide”, O Reilly, 2012.
5. Jy Liebowitz, “Big Data and Business analytics”, CRC Press, 2013.
6. <http://www.bigdatauniversity.com/>



MB16SM06	E-BUSINESS AND MARKETING ANALYTICS	L	T	P	C
		2	0	0	2

## OBJECTIVES

- To understand the difference between e-Business and e-Commerce
- Need of Customer Relationship Management
- Legal, Ethical, Social and Global Issues related to e-business and e-commerce
- Learn how to apply quantitative techniques to drive marketing results

## UNIT I - INTRODUCTION TO E-BUSINESS, E-COMMERCE AND E-BUSINESS MODELS

Transitioning to the Web. History of the Internet. History of the World Wide Web, Internet and World Wide Web Development, e-Business and e-Commerce Overview, Storefront Model. Auction Model. Portal Model. Dynamic-Pricing Models. B2B E-Commerce and EDI. Click-and-Mortar Businesses

## UNIT II - CONSTRUCTING AN E-BUSINESS

Getting Started, Putting Plans into Action, e-Business Solutions. **Online Monetary Transactions:** Credit-Card Transactions. Online Credit-Card Fraud. Digital Currency, e-Wallets, Alternate Consumer Payment Options. Peer-to-Peer Payments, Smart Cards, Micropayments. Business-to-Business Transactions, e-Billing, Developing Payment Standards, Legal, Ethical, Social and Global Issues.

## UNIT III - E-BUSINESS AND E-COMMERCE

Structure of the Internet. Hardware. Connecting to the Internet, Software, Operating Systems, Enhancing Business Communication, Wireless Devices, m-Business, Wireless Internet Access, Wireless Web Technology, Software Applications for Wireless Devices, Wireless Local Area Networks , Bluetooth ,Wireless Communications, Location Tracking, Future of Wireless Internet. Ancient Ciphers to Modern Cryptosystems, Secret-Key Cryptography, Public-Key Cryptography, Key Agreement Protocols, Key Management, Digital Signatures, Public-Key Infrastructure, Certificates and Certification Authorities, Cryptanalysis. Security Protocols, Security Attacks, Network Security, Steganography.

## UNIT IV - MARKETING ANALYTICS

Product and service analytics – conjoint analysis – forecasting – inflection point – decision trees – portfolio allocation

## UNIT V - METRICS AND MEASUREMENTS ANALYTICS.

Distribution analytics- sales analytics – Promotion analytics – allocating marketing budget - Metrics- BSC – Dashboards –strategic metrics – pricing analytics – web analytics

## **TEXTBOOK**

1. E-Business& e-Commerce for Managers, Harvey M. Deitel, Paul Deitel and Kate Steinbuhler, Pearson.
2. Sorger, Stephan. "Marketing Analytics: Strategic Models and Metrics." Admiral Press/ CreateSpace, 2013

## **REFERENCES**

1. Dave Chaffey, e-Business and e-Commerce Management: Strategy, Implementation and Practice, 4th Edition, Pearson.
2. E-commerce – Strategy, Technology and Implementation, Gary P.Schneider, 9<sup>th</sup> Edition, Cengage Learning, 2012.
3. Introduction to E-Business, Management t and Strategy, Colin Combe, Elsevier, 2011.
4. Electronic Commerce 2010, A Managerial Perspective, 6<sup>th</sup> Ed. Efraim Turban, David Kind, Jae Lee, Ting- Peng Liang, Deborrah Turban, Pearson, 2012. AvinashKaushik, Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity, Sybex Publishers
5. Venkatesan, R., Farris, P., & Wilcox, R. T. (2014). Cutting-edge marketing analytics: real world cases and data sets for hands on learning. Pearson Education.
6. Grigsby, M. (2015). Marketing Analytics: A Practical Guide to Real Marketing Science.Kogan Page Publishers.
7. Sathi, A. (2014). Engaging customers using big data: how Marketing analytics are transforming business. Palgrave Macmillan.

## OPERATIONS ELECTIVES

**MB160M01 - QUALITY MANAGEMENT**

**MB160M02 - PRODUCTION PLANNING AND CONTROL**

**MB160M03 - PRODUCT DESIGN AND DEVELOPMENT**

**MB160M04 - SERVICE OPERATIONS MANAGEMENT**

**MB160M05 - PROJECT MANAGEMENT**

**MB160M06 - TECHNOLOGY MANAGEMENT**

<b>MB160M01</b>	<b>QUALITY MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
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### OBJECTIVES

- To understand the importance of quality management
- To get an insight into the key principles and key elements of quality management and develop quality as a passion and a habit

### UNIT - I

Quality – Definitions, types, levels, dimensions, cost of quality; Quality management– meaning and importance; Quality Gurus – Shewart, Deming, Juran, Feigenbaum, Crosby, Ishikawa, Taguchi, Shingo and masaaki - QM Kite Marks – Deming prize, MBNQA, IMC RBNQA

### UNIT - II

Old and new quality Improvement Tools; Continuous Improvement tools – Kaizen and Gemba kaizen, 5S, company-wide quality control, quality function deployment, quality control circles, Poka-yoke; Benchmarking – Meaning, types and process

### UNIT - III

Total Productive Maintenance –FMEA, Equipment effectiveness model, pillars of TPM; Quality management system – Principles, ISO 9000 series, QMS requirements – Certification and audit

### UNIT - IV

Foundations of Six Sigma - Six Sigma metrics and measurement – DMAIC & DMADV methodology – Process measurement – Process metrics – Process capability–Tools for process analysis – Process improvement – Process control – Process development, optimization and verification – Implementation of Six Sigma

## UNIT - V

Lean manufacturing – Origin, 3M, seven deadly wastes, tools and techniques for waste elimination, JIT, Kanban system, value stream mapping, waste elimination through SMED, visual management in waste elimination

### TEXTBOOK

1. Poornima M. Charantimath, Total Quality Management, Pearson Education, 2011.

### REFERENCES

1. Dale H. Besterfield, Carol Besterfield-Michna, Glen Besterfield, Mary Besterfield-Sacre, Total quality management, Pearson publication, 3<sup>rd</sup> edition, 2011
2. James R. Evans, Six Sigma and Process Improvement, Cengage Learning India private limited, 2009.

MB160M02	PRODUCTION PLANNING AND CONTROL	L	T	P	C
		2	0	0	2

### OBJECTIVES

- To familiarize with PPC Concepts
- To understand prioritization of work schedule, strategic nature of plant location, product planning and quality assurance aspects in relation to production planning and control.

## UNIT - I

Production planning and control – Decisions and functions, PPC framework, Planning phase, Prior planning, Active planning, Action phase and control phase; PPC in different production systems, material flow patterns

## UNIT - II

Forecasting – Meaning, factors, types, quantitative and qualitative analysis techniques; aggregate planning – Decisions, strategies and methods

## UNIT - III

Capacity planning – Concept, types, plant capacity, capacity planning strategies; Routing – procedure, materials flow patterns; Scheduling – production scheduling, machine scheduling and Gantt chart; Loading – process, strategies and relationship between capacity and loading

## UNIT - IV

Materials requirement planning (MRP I) – Concept, elements, lot sizing in MRP; Manufacturing resource planning (MRP II) – Meaning, framework, implementation design, shop floor planning, master production scheduling

## UNIT - V

Production control – Shop floor control, production progress reporting and performance analysis, system feedback, strategies for corrective actions, role of control rooms in production plants

## TEXTBOOK

1. S.K. Mukhopadhyay, Production Planning and Control, Prentice Hall of India private limited, 2010.

## REFERENCES

1. R. Panneerselvam; *Production & operations management*; Prentice Hall India private limited, 2012.
2. John A. Buzacott& Hans Corsten, *Production planning and control*, OldenbourgVerlag publishing, 2012.
3. Mahapatra; *Operations Management*; Prentice Hall India private limited; 2010
4. P.N. Mukherjee; *Operations Management and Productivity techniques*; Prentice Hall India private limited; 2009.

MB160M03	PRODUCT DESIGN AND DEVELOPMENT	L	T	P	C
		2	0	0	2

## OBJECTIVES

- To understand the perspectives of design, develop and manufacturing the product as per expectations of customer within a single approach and understand the nuances, exceptions and subtleties practiced in industries.

## UNIT - I

Development processes and organizations – Product Planning – Identifying the customer needs – New product development stages – Idea generation and screening

## UNIT - II

Product specification – Concept generation – Concept testing and selection – Product architecture

### **UNIT - III**

Industrial design – Design for manufacturing – Prototyping – Robust design – CAD, CAM and CIM applications product design

### **UNIT - IV**

Market testing of new product – Product development economics – Cost of production analysis – Managing projects

### **UNIT - V**

Intellectual property – Protecting new ideas and designs – Patent – Copyrights – Trademarks – Industrial designs

### **TEXTBOOK**

1. Karl T. Ulrich, Steven D. Eppinger & Anita Goyal, *Product design and development*, McGraw Hill Education private limited, 2012.

### **REFERENCES**

1. Arlindo Silva and Ricardo Simoes, *Trends in Product Design and Development*, IGI Global Snippet, 2011
1. Anil Mital, Anoop Desai, Anand Subramanian and Aashi Mital, *Product Development*, Butterworth – Heinemann, 2010.
2. Imad Moustapha, *Concurrent Engineering in Product Design and Development*, New Age International Publishers, 2010.
3. A.K. Chitale, R.C. Gupta, *Product design and manufacturing*, Eastern Economy Edition, 2010.

<b>MB160M04</b>	<b>SERVICE OPERATIONS MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

### **OBJECTIVES**

- To appreciate the uniqueness of services management vis-a-vis the products
- To understand the emerging concepts and trends in services management and expose the learner to the global competitive environment and future trends in services management

### **UNIT - I**

Introduction – Service operations – Strategic positioning and service strategy – Internet strategies – Environmental strategies

### **UNIT - II**

Designing the delivery system – New service development – Managing service experiences – Front office and back office interface – Off-shoring and outsourcing

### **UNIT - III**

Improving the delivery system – Analyzing processes – Service quality – Six sigma for service process improvement

### **UNIT - IV**

Matching supply and demand - Yield management – Inventory management in services – Waiting time management

### **UNIT - V**

Tools for managing services – Real world project management – Site selection for services – data envelopment analysis – Scoring systems

### **TEXTBOOK**

1. Metters, King-Metters, Pullman and Walton, Service Operations Management, Cengage learning, 2006 (Reprint 2011).

<b>MB160M05</b>	<b>PROJECT MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

### **OBJECTIVE**

- To get an insight on the nuances of planning, executing and controlling strategies of project management and motivate the students to become project manager of any project..

### **UNIT - I**

Project management – Meaning, Goals – Life cycles of projects – Uncertainties in project selection decisions – Project portfolio process – Approach to project formulation – Role of project manager – Types of project organizations

### **UNIT - II**

Develop project charter – Develop project management plan – Project scope – Human resource plan – Project team– Contents of project plan – Work breakdown structure – Multi-disciplinary teams

### **UNIT - III**

Methods of budgeting – Project cost estimation – Improving cost estimates – Budget uncertainty and risk management – Scheduling the project – PERT and CPM networks – Gantt chart – Resource allocation and loading – Resource leveling – Goldratt's critical chain

#### **UNIT - IV**

Project quality management – Plan quality parameters – Perform quality assurance and quality control – Project risk management – Plan and identify project risks – Perform qualitative and quantitative risk analysis – Monitor and control risks

#### **UNIT - V**

Monitoring the project – Control cycle – Project control – Designing the control system – Evaluation of project – Project auditing – Project termination

#### **TEXTBOOK**

1. Samuel J. Mantel, Jr, Jack R. Meredith, Scott M. Shafer, Margaret M. Sutton, M.R. Gopalan, “Project Management – Core Textbook” First Indian Edition (2006), Wiley India publication, 2011.

<b>MB16OM06</b>	<b>TECHNOLOGY MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

#### **OBJECTIVE**

- To be able to understand the technology absorption, incremental innovation, research and development, technovation and technology fusion that dominate the contemporary world industry and gain an insight into the various forms and models of technology development.

#### **UNIT - I**

Technology as a driving force – Axes and Atlas of Technology – Strategic Management of Technology – Productivity and Incremental Innovation–Technology absorption – Technology forecasting – Technological competitive advantage

#### **UNIT - II**

Evaluation of Technological Investments – New R and D– Product Development Cycle – Management of Technological Innovation – Core Competencies in Technology – Structural Imperatives of Technology Management – Technology process mapping

#### **UNIT - III**

Structure of World Class Manufacturing – Operation technology for automation – Types of manufacturing automation – Automated production systems – Software systems for automation – Automation in services – Automation issues – Deciding among automation alternatives



#### **UNIT - IV**

Technology fusion and diffusion – Technology commercialization – Technology transfer – Technology flow channel – Technology transfer modes –Technology partnering – Joint and collaborative development

#### **UNIT - V**

Technology change – Coping with Continuous Change – Spectrum of Technological Excellence – Methods of Coping with Uncertainty in Technovation – Requisites of National Technology Policy – Role of IPR in Technology

#### **TEXTBOOK**

1. P.N.Rastogi, Management of Technology and Innovation, SAGE Publications Limited, 2009

#### **REFERENCES**

1. Robert Szakonyl, 2006, *Handbook of Technology Management* – Viva Books Private Limited
2. White and Bruton, *Management of technology and Innovation*, Cengage Learning, 2010
3. Norman Gaither and Greg Frazier, *Operations Management*, 9<sup>th</sup> Edition, Cengage publications, 2002 (Reprint 2013).
4. Frederick Betz, *Managing technological innovation*, Wiley Publications, 2011.
5. V.K. Narayanan, encyclopedia of technology and innovation management, Wiley Publications, 2010
6. Robert and Roland, *Managing Technology and Innovation*, Routledge, 2010

## HRM ELECTIVES

**MB16HR01 - LEADERSHIP**

**MB16HR02 - COMPETENCY MAPPING**

**MB16HR03 - INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

**MB16HR04 - ORGANISATIONAL STRUCTURE AND DESIGN**

**MB16HR05 - COMPENSATION AND REWARD MANAGEMENT**

**MB16HR06 - TRAINING AND DEVELOPMENT**

<b>MB16HR01</b>	<b>LEADERSHIP</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
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### OBJECTIVES

- To articulate an understanding of setting vision and mission as a leader.
- To identify and describe various theories of leadership
- To appreciate that effective leadership is a multi-faceted process.
- To develop strategies for exhibiting global leadership skills.

### UNIT - I

Strategic Leadership Vision and Mission – Contemporary Leadership Styles – Theories of Effective Leadership - Leadership and Management Development (LMD) and Organizational Strategies -Contextual Factors in Leadership and Management Development Historical Development of Leadership and Management Development The Nature of Leadership and Management

### UNIT - II

Factors influencing Leadership Behavior: Personality, Perception, Learning Styles, Emotional Intelligence, Cultural, Organizational and Situational Factors

### UNIT - III

Leadership Skills: Managing Power, Conflict, Problem Solving, Negotiation, Creativity,- Strategy, Planning and Goal Setting Leadership and Systems Thinking, Vision and Values, Management of Colleagues, Management of Internal Customers, Culture Building, Liaison with Boss and Top Management, and External Customer Relations and Client Management.

### UNIT - IV

Managing Followers: Define Talent management, Describe Succession management, Career management – Coaching – Mentoring – Essentials of Building

and Managing Teams, Team Effectiveness, Building trust, Team Development – Ginnett’s Team Leadership Model - Design and Delivery of Leadership and Management Development Interventions - Evaluation of Leadership and Management Development

**UNIT - V**

Developing Leadership: Global leadership and global career, IMD Programmes, Expatriate, Performance management, Repatriation – International Leadership Competencies. Contemporary Issues in Leadership and Management Development - Developing Leaders and Managers for a Diverse Workforce - Developing Ethical Leaders and Managers,- Developing Leaders and Managers with a Global Competence - Summary and Thoughts for the Future

**TEXTBOOK**

Richard Hughes, Robert C. Ginnett, Gordon J Curphy, Leadership: enhancing the lessons of Experience, McGraw –Hill Publication, 6th Edition, 2011.

**REFERENCES**

1. Jan Carmichael, et.al. Leadership and Management Development, Oxford Publications, 2011.
2. Uday Kumar Haldar, Leadership And Team Building, Oxford Publications, 2011
3. Chandra Mohan, Leadership and Management, , Himalaya Publishing House , 2007
4. Richard Hughes, Robert C. Ginnett, Gordon J Curphy, Leadership: enhancing the lessons of Experience, McGraw –Hill Publication, 6th Edition, 2011
5. T.V. Rao, Charu Sharma, 100 Managers in Action, McGraw- Hill Publication, 2012
6. Bonnie T Yarbrouch , Leading groups & Team, Cengage Learning, New Delhi, 2011

<b>MB16HR02</b>	<b>COMPETENCY MAPPING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**OBJECTIVES**

- To understand the fundamentals of Competency Mapping
- To identify a cost effective way of implementing the whole process.
- To have insights into assessment tools used for competency mapping.
- To be aware of implementation pre-requisites and strategies

**UNIT - I**

Meaning, purpose and Benefits, Competency mapping at different levels – Corporate companies/institutions, HR interview and Individual level. Introduction to

Competency Concept – Understanding Competencies - Components of competency and employees issues. - Competency models.

## **UNIT - II**

Competency Categories – Steps in Developing Competency Model SMR Model framework

## **UNIT - III**

Competency Modeling - Assessment Centre - Assessment Centre Methods – Implementation of Assessment Centre - assessment tools used for competency mapping. Methods of Competency Mapping – Assessment Centre, Critical Incident Techniques, Questionnaire method, Psychometric tests, etc.

## **UNIT - IV**

Individual Development Plan - a cost effective way of implementing the whole process

## **UNIT - V**

Organizational Uses of Competency. – Identifying competency requirement for various sectors of employment/ various jobs IT, ITeS, Insurance, Banking and other Financial Service, Entertainment, Health Service, Private Education and Training, defining competency requirements - skills, tasks, activities and technologies / techniques used for various types of jobs in Service Sector.

## **TEXTBOOK**

1. Sanghi, Seema, *The Handbook of Competency mapping*, Response Books, New Delhi, 2011.

## **REFERENCES**

1. Sraban Mukherjee, *Competency Mapping for Superior Results*, Tata McGraw –Hill Education Pvt. Ltd., New Delhi, 2011
2. Radha R Sharma, 360 Degree feedback, *Competency Mapping and Assessment Centers*, Tata Mc-Graw Hill Education Pvt. Ltd., New Delhi, 2011
3. Sanghi, Seema, *The Handbook of Competency mapping*, Response Books, New Delhi, 2011. 4. Ganesh Shermon, *Competency Based HRM*, TMH, 1st Edition, 2004. 5. Sahu R. K., *Competency Mapping*, Excel Books, 2009.
4. Lance A. Berger and Dorothy R. Berger, 2004, *The Talent Management Handbook*, Tata McGraw-Hill Publishing Company Limited, New Delhi.
5. Margaret Dale and Paul Iles, 2002, *Assessing Management Skills – a guide to competencies and evaluation techniques*, Jaico Publishing House, Mumbai.

6. Lyle M. Spencer, Signe M. Spencer, 2008, *Competence at work models for Superior Performance*, Wiley India Pvt. Ltd, New Delhi. M. Phil. / Ph.D. Career Guidance from October 2011 onwards Page 6 of 6
7. Michael Armstrong and Helen Murlis, 2005, *Handbook of Reward Management*, Crest Publishing House, New Delhi

<b>MB16HR03</b>	<b>INTERNATIONAL HUMAN RESOURCE MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
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## **OBJECTIVE**

- To get exposure on how global business realize the huge potential they can tap in the developing nation.

## **UNIT I - INTRODUCTION**

International Human Resource Management – Definition, Nature and Scope – IHRM vs Domestic HRM – Strategic view – Path to Global status, Control mechanisms, Stages in Internationalization of Business – IHRM Approaches – Cross Cultural Implications – Cross border alliances, mergers, acquisitions, equity and joint ventures, International SMEs

## **UNIT II - STAFFING INTERNATIONAL OPERATIONS**

Approaches to staffing, Transferring staff for international business activities, Role of expatriate, non-expatriates, in-patriates, and role of corporate HR functions; Recruiting and selecting staff for international business – Issues in staff selection, selection criteria, International recruitment, and dual career couples.

## **UNIT III - INTERNATIONAL TRAINING AND DEVELOPMENT AND COMPENSATION MANAGEMENT**

Training Strategies – Expatriate Training – Components of pre-departure training programs and its effectiveness, Developing staff through international assignments, Cross Cultural Training and its trends; International Compensation management – objectives, key components/variables, approaches, issues of compensation management

## **UNIT IV - INTERNATIONAL INDUSTRIAL RELATIONS AND REPATRIATION**

Key issues in international industrial relations, trade unions and its response to multinationals, regional integration; Repatriation – Concept, Repatriation process, individual reactions to re-entry, designing and managing repatriation

**UNIT V - PERFORMANCE MANAGEMENT AND CHALLENGES** Multinational performance management, variables influencing performance of expatriate, performance management and performance appraisal of international employees, complexity, challenges, theoretical in developments, choices in the future and research issues.

**TEXTBOOK**

1. International IHRM - Peter J. Dowling, Denice E. Welch, International HRM, Thomson Learning, 2011.

**REFERENCES**

1. Peter J. Dowling, Denice E. Welch, *International HRM*, Thomson Learning, 2011
2. K. Aswathappa and Sadhna Desh, *International HRM*, Tata McGraw Hill, 2011
3. Monir H Tayeb, *International Human Resource Management*, Oxford University Press, 2011
4. S.C. Gupta, *International HRM*, Macmillan, 2011
5. Tony Edwards, Chris Rees, *International Human Resource Management*, Person Education, 2011
6. P.L. Rao, *International Human resource Management*, Excel Books, 2011

<b>MB16HR04</b>	<b>ORGANISATIONAL STRUCTURE AND DESIGN</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
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**OBJECTIVES**

- To assist the students to the importance of organization structure
- To facilitate the students understand the challenges and strategies to cope up with issues associated with organizational structure.

**UNIT - I**

What is an organization-Organization Structure- design-Dimensions of Organization-the biological metaphor- Different ways of looking at organizations-The Evolution of organization theory- organizational effectiveness- Dimensions of organization structure.

**UNIT - II**

The Determinants: What causes structure-Strategy- Organization Size- Technology- Environment- Power control- The Star Model

**UNIT III**

Organizational Design: Choosing the right structural form- Organizational design options- Bureaucracy and Adhocracy- A closer look- Internal Design elements.

## UNIT - IV

Applications- Contemporary issues in organization theory- - Open System Design Elements- The External Environment- Inter organizational relationship-Designing organizations for the internal environment- Organizational design challenges and opportunities resulting from big data.

## UNIT - V

Managing organizational change – Model for managing the organization change- Descriptive view of organizational change-conflict and organizational effectiveness-sources of organizational conflict- resolution techniques and simulation techniques- culture- Managing Organizational evolution.

## TEXTBOOK

1. Organization Theory: Structure Design and Applications, by Robbins / Mathew 3<sup>rd</sup> Revised Edition, Pearson Education
2. Designing Organizations: Strategy, Structure, and Process at the Business Unit and Enterprise Levels, Jay R. Galbraith, 3rd Edition, Wiley Publications
3. Organization Theory and Design, 12th Edition by Richard L. Daft, Cengage.

MB16HR05	<b>COMPENSATION AND REWARD MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
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## OBJECTIVES

- To get exposure on Compensation Management and Rewards.
- To understand the different theories, legislations, schemes relating to the compensation management

## UNIT I - CONCEPTUAL AND THEORETICAL UNDERSTANDING

Conceptual and Theoretical understanding of Economic theory related to reward management; Competitive Imperatives; Productivity, Quality, Service, Speed, Learning, Planning for Improved Competitiveness; Diagnosis and Benchmarking- Determination of Inter and Intra-industry Compensation differentials; Internal and external Equity in compensation system.

## UNIT II - IMPLEMENTATION AND TYPES

Tools used in Designing, Improving and Implementing Compensation packages; Compensation designs for Specific Type of Human Resources like Compensation of Chief Executives, senior managers, R & D Staff.

### **UNIT III - STRATEGIC COMPENSATION & REWARD SYSTEMS**

Different components of compensation packages like fringe benefits, incentives and Retirement Plans; Compensation Practices of Multinational Corporations and Strategic Compensation Systems.

### **UNIT IV - COMPONENTS OF REWARD SYSTEMS**

Statutory Provisions governing Different Components of Reward systems; The Workmen's Compensation Act, 1923.

### **UNIT V - PAY OFF**

Working of different Institutions Related to Reward System like Wage Boards, pay Commissions etc; International Compensation.

### **REFERENCES**

1. Reward Management: A Handbook of salary administration by Armstrong, Michael and Marlis
2. Wage and Salary Administration by Leonard R, Bergerís
3. Wage and Salary administration by Rock Micton

<b>MB16HR06</b>	<b>TRAINING AND DEVELOPMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
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### **OBJECTIVE**

- To get exposure on how companies use training to equip employees for a certain task and acquire knowledge to do the task.

### **UNIT - I**

Training and Development: Process and significant, Principal of learning Identification of Training Needs, Evolving Training Policy

### **UNIT - II**

Training and Development System, Training Methods, Training Centers, Role of External Agency in Training and Development, Training for change, Resistance in Training.

### **UNIT - III**

Developing effective Trainers, Designing training programmers. Approaches to Management Development, Designing Development Programmers, Team Building Exercises, Management Games.



## UNIT - IV

Evaluation of Training and Development, Criteria, Problem and Steps involved in Evaluation. Emerging issues in Training and Development in India

## UNIT - V

Training and Professional Development: Organizational Growth and Development, Balancing Individual, Group and Organizational Needs, Organizational Development

## TEXTBOOK

1. Lynton, R.P and U.Pareek Training and Development irwineDoresy, Hopwood.

## REFERENCES

1. Armstrong M.A. *Handbook of Human Resource Management Practice* Cogan Page, London
2. Dayal, I *Manpower Training in organizations* Prentice Hall of India, New Delhi
3. Craig ,*Robert Training and Development Handbook* McGraw Hill, New York
4. Lynton,R.P and U.Pareek *Training and Development* irwine Doresy, Hopwood

MB16401	PROJECT (GENERAL MANAGEMENT) (PRACTICAL)	L	T	P	C
		0	0	8	4

1. The projects should be socially relevant and industry focused
2. The general management project will involve all functional areas of management
3. The project has to be submitted with the authenticity by all the final year MBA aspirants
4. Students are required to submit one hard copy within the stipulated time period
5. On the completion of the project, students are advised to submit a report, on the study administered for the purpose of evaluation by the scholars