



SRM

INSTITUTE OF SCIENCE & TECHNOLOGY
(Deemed to be University u/s 3 of UGC Act, 1956)

SRM INSTITUTE OF SCIENCE AND TECHNOLOGY
(Under section 3 of UGC Act, 1956)

FACULTY OF MANAGEMENT

MBA

(For Students admitted from academic year 2018–2019 onwards)

CURRICULUM AND SYLLABUS – 2018

FACULTY OF MANAGEMENT
SRM INSTITUTE OF SCIENCE AND TECHNOLOGY
SRM NAGAR, KATTANKULATHUR – 603 203

MBA Curriculum and Syllabus –2018
SEMESTER-I

| Course Code | Course Title | L | T | P | C |
|--------------------|---|----------|----------|----------|-----------|
| MB18101 | Managerial (Micro) Economics | 1 | 0 | 2 | 2 |
| MB18102 | Business Communication | 2 | 0 | 2 | 3 |
| MB18103 | Legal and Business Environment (Micro and Macro) | 1 | 0 | 2 | 2 |
| MB18104 | Financial Reporting, Statements and Analysis | 2 | 0 | 2 | 3 |
| MB18105 | Marketing Management | 1 | 0 | 2 | 2 |
| MB18106 | Operations Management | 2 | 0 | 2 | 3 |
| MB18107 | Computer Applications for Business | 1 | 0 | 4 | 3 |
| MB18108 | Organizational Behavior | 1 | 0 | 2 | 2 |
| MB18109 | Entrepreneurship | 1 | 0 | 2 | 2 |
| MB18110 | Business Statistics and Analytics for Decision Making | 2 | 0 | 2 | 3 |
| MB18111 | Managerial Skills for Effectiveness | 2 | 0 | 2 | 3 |
| | | | | | 28 |
| SEMESTER-II | | | | | |
| MB18201 | Indian Economy and Policy | 1 | 0 | 2 | 2 |
| MB18202 | Indian Ethos and Business Ethics | 1 | 0 | 2 | 2 |
| MB18203 | Corporate Finance | 2 | 0 | 2 | 3 |
| MB18204 | Indian Financial System and Financial Markets | 2 | 0 | 2 | 3 |
| MB18205 | Marketing Research | 1 | 0 | 2 | 2 |
| MB18206 | Project Management | 2 | 0 | 2 | 3 |
| MB18207 | Quantitative Techniques | 2 | 0 | 2 | 3 |

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|---------|--|---|---|---|-----------|
| MB18208 | Organization Design | 1 | 0 | 2 | 2 |
| MB18209 | Corporate Strategy | 1 | 0 | 2 | 2 |
| MB18210 | Corporate Social Responsibility and Sustainability | 1 | 0 | 2 | 2 |
| MB18211 | Human Resources Management | 1 | 0 | 2 | 2 |
| | | | | | 26 |

SEMESTER-III

| FUNCTIONAL ELECTIVE | | | | | |
|----------------------------|--|---|---|---|-----------|
| Elective-1 | Five electives to be chosen by the students from any one domain like Finance, marketing , operation etc. | 2 | 0 | 2 | 3 |
| Elective-2 | | 2 | 0 | 2 | 3 |
| Elective-3 | | 2 | 0 | 2 | 3 |
| Elective-4 | | 2 | 0 | 2 | 3 |
| Elective-5 | | 2 | 0 | 2 | 3 |
| Elective-6 | Five electives to be chosen by the students from any one domain like Finance, marketing , operation etc. | 2 | 0 | 2 | 3 |
| Elective-7 | | 2 | 0 | 2 | 3 |
| Elective-8 | | 2 | 0 | 2 | 3 |
| Elective-9 | | 2 | 0 | 2 | 3 |
| Elective-10 | | 2 | 0 | 2 | 3 |
| MB18301 | Summer Internship | 0 | 0 | 2 | 1 |
| | | | | | 31 |

SEMESTER-IV

| NON FUNCTIONAL ELECTIVE | | | | | |
|--------------------------------|---|---|---|---|---|
| NFE-1 | Two electives to be chosen by the students from any one Non Functional like Entrepreneurship, International Taxation and Technology, Retail Mgt, Project Mgt, Tourism and Hospitality Mgt | 2 | 0 | 2 | 3 |
| NFE-2 | | 2 | 0 | 2 | 3 |
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| NON FUNCTIONAL ELECTIVE | | | | | |
| NFE-3 | Two electives to be chosen by the students from any one Non Functional like Entrepreneurship, International Taxation and | 2 | 0 | 2 | 3 |
| NFE-4 | | 2 | 0 | 2 | 3 |
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|---------|---|---|---|----|------------|
| | Technology, Retail Mgt, Project Mgt, Tourism and Hospitality Mgt | | | | |
| MB18401 | Main Project Work | 0 | 0 | 10 | 5 |
| | | | | | 17 |
| | Total Credit | | | | 102 |

**SEMESTER –III
FUNCTIONAL ELECTIVES**

| Course Code | Course Title | L | T | P | C |
|-----------------------------|--|---|---|---|---|
| FINANCE | | | | | |
| MB18FM01 | Investment Analysis and Portfolio Management | 2 | 0 | 2 | 3 |
| MB18FM02 | Managing Banks and Financial Institutions | 2 | 0 | 2 | 3 |
| MB18FM03 | Project Appraisal and Finance | 2 | 0 | 2 | 3 |
| MB18FM04 | Financial Markets and Services | 2 | 0 | 2 | 3 |
| MB18FM05 | Mergers Acquisitions and Corporate Restructuring | 2 | 0 | 2 | 3 |
| MB18FM06 | Financial Derivatives | 2 | 0 | 2 | 3 |
| MB18FM07 | International Finance | 2 | 0 | 2 | 3 |
| MB18FM08 | Behavioral Finance | 2 | 0 | 2 | 3 |
| MB18FM09 | Taxation | 2 | 0 | 2 | 3 |
| MB18FM10 | Valuation | 2 | 0 | 2 | 3 |
| MARKETING MANAGEMENT | | | | | |
| MB18MM01 | Consumer Behaviour | 2 | 0 | 2 | 3 |
| MB18MM02 | B2B Marketing | 2 | 0 | 2 | 3 |
| MB18MM03 | Retail Management | 2 | 0 | 2 | 3 |
| MB18MM04 | Sales and Distribution Management | 2 | 0 | 2 | 3 |
| MB18MM05 | Marketing to Base of Pyramid Consumers | 2 | 0 | 2 | 3 |
| MB18MM06 | Integrated Marketing Communications/Promotion Strategy | 2 | 0 | 2 | 3 |
| MB18MM07 | Digital and Social Media Marketing | 2 | 0 | 2 | 3 |

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|---|---|---|---|---|---|
| MB18MM08 | Product and Brand Management | 2 | 0 | 2 | 3 |
| MB18MM09 | Services Marketing | 2 | 0 | 2 | 3 |
| MB18MM10 | International Marketing | 2 | 0 | 2 | 3 |
| OPERATION MANAGEMENT | | | | | |
| MB18OM01 | Supply Chain and Logistics Management | 2 | 0 | 2 | 3 |
| MB18OM02 | Quality Toolkit for Managers | 2 | 0 | 2 | 3 |
| MB18OM03 | Pricing and Revenue Management | 2 | 0 | 2 | 3 |
| MB18OM04 | Operations Strategy | 2 | 0 | 2 | 3 |
| MB18OM05 | Sales and Operations Planning | 2 | 0 | 2 | 3 |
| MB18OM06 | Behavioral Operations Management | 2 | 0 | 2 | 3 |
| MB18OM07 | Operations Research Applications | 2 | 0 | 2 | 3 |
| MB18OM08 | Management of Manufacturing Systems | 2 | 0 | 2 | 3 |
| MB18OM09 | Sourcing Management | 2 | 0 | 2 | 3 |
| MB18OM10 | Supply Chain Analytics | 2 | 0 | 2 | 3 |
| HUMAN RESOURCES MANAGEMENT /ORGANISATIONAL BEHAVIOUR | | | | | |
| MB18HR01 | Manpower Planning, Recruitment, and Selection | 2 | 0 | 2 | 3 |
| MB18HR02 | Employee Relations | 2 | 0 | 2 | 3 |
| MB18HR03 | Human Resource Metrics and Analytics | 2 | 0 | 2 | 3 |
| MB18HR04 | Compensation and Benefits Management | 2 | 0 | 2 | 3 |
| MB18HR05 | Performance Management Systems | 2 | 0 | 2 | 3 |
| MB18HR06 | Team Dynamics at Work | 2 | 0 | 2 | 3 |
| MB18HR07 | Strategic HRM | 2 | 0 | 2 | 3 |
| MB18HR08 | International HRM | 2 | 0 | 2 | 3 |
| MB18HR09 | Cross Cultural Management | 2 | 0 | 2 | 3 |
| MB18HR10 | Understanding Self: India Perspective | 2 | 0 | 2 | 3 |
| MB18HR11 | Organizational Change and Development | 2 | 0 | 2 | 3 |
| MB18HR12 | Leadership | 2 | 0 | 2 | 3 |

| STRATEGY | | | | | |
|--------------------------------------|--|---|---|---|---|
| MB18SM01 | Strategic Management of Services | 2 | 0 | 2 | 3 |
| MB18SM02 | Competing in Global Markets | 2 | 0 | 2 | 3 |
| MB18SM03 | Dynamics of Framing and Executing Strategy | 2 | 0 | 2 | 3 |
| MB18SM04 | Entrepreneurship in Practice | 2 | 0 | 2 | 3 |
| MB18SM05 | Foundations of Strategy Consulting | 2 | 0 | 2 | 3 |
| MB18SM06 | Strategic Leadership | 2 | 0 | 2 | 3 |
| MB18SM07 | Designing and Configuring Business Models | 2 | 0 | 2 | 3 |
| MB18SM08 | Corporate Governance | 2 | 0 | 2 | 3 |
| MANAGEMENT INFORMATION SYSTEM | | | | | |
| MB18MI01 | Data Mining for Business Decisions | 1 | 0 | 4 | 3 |
| MB18MI02 | Managing Software Projects | 2 | 0 | 2 | 3 |
| MB18MI03 | Managing Digital Innovation and Transformation | 2 | 0 | 2 | 3 |
| MB18MI04 | IT Consulting | 2 | 0 | 2 | 3 |
| MB18MI05 | E-Commerce and Digital Markets | 2 | 0 | 2 | 3 |
| MB18MI06 | Strategic Management of IT | 2 | 0 | 2 | 3 |
| MB18MI07 | Managing Digital Platforms | 2 | 0 | 2 | 3 |
| BUSINESS ANALYTICS | | | | | |
| MB18BA01 | Data Visualization for Managers | 1 | 0 | 4 | 3 |
| MB18BA02 | Business Forecasting | 1 | 0 | 4 | 3 |
| MB18BA03 | Data Science using R | 1 | 0 | 4 | 3 |
| MB18BA04 | Business Data Mining | 1 | 0 | 4 | 3 |
| MB18BA05 | Marketing Analytics | 1 | 0 | 4 | 3 |

SEMESTER-IV
NON FUNCTIONAL ELECTIVE

| ENTREPRENEURSHIP | | | | | |
|--|--|---|---|---|---|
| MB18NE01 | Technology Appreciation and Intellectual Property Rights | 2 | 0 | 2 | 3 |
| MB18NE02 | Innovation Technology and Management | 2 | 0 | 2 | 3 |
| MB18NE03 | Indian Models in Entrepreneurship | 2 | 0 | 2 | 3 |
| MB18NE04 | Social entrepreneurship | 2 | 0 | 2 | 3 |
| MB18NE05 | Venture Valuation and Accounting | 2 | 0 | 2 | 3 |
| MB18NE06 | Entrepreneurial Marketing | 2 | 0 | 2 | 3 |
| MB18NE07 | Entrepreneurship Lab | 2 | 0 | 2 | 3 |
| INTERNATIONAL TAXATION AND TECHNOLOGY | | | | | |
| MB18NT01 | Foundation Of International Tax And Technology | 2 | 0 | 2 | 3 |
| MB18NT02 | US Corporate Taxation | 2 | 0 | 2 | 3 |
| MB18NT03 | US Partnership Taxation | 2 | 0 | 2 | 3 |
| MB18NT04 | US Taxation Of Foreign Corporation | 2 | 0 | 2 | 3 |
| MB18NT05 | US Individual Taxation | 2 | 0 | 2 | 3 |
| MB18NT06 | Taxation Technology | 2 | 0 | 2 | 3 |
| RETAIL MANAGEMENT | | | | | |
| MB18NR01 | Logistic and Supply Chain Aspects in Retail Management | 2 | 0 | 2 | 3 |
| MB18NR02 | Retail Brand Management | 2 | 0 | 2 | 3 |
| MB18NR03 | Retail Consumer Behavior | 2 | 0 | 2 | 3 |
| MB18NR04 | E-Retailing | 2 | 0 | 2 | 3 |
| PROJECT MANAGEMENT | | | | | |
| MB18NP01 | The Project Organization | 2 | 0 | 2 | 3 |
| MB18NP02 | Project Planning and Scheduling | 2 | 0 | 2 | 3 |
| MB18NP03 | Project Budgeting and Cost Management | 2 | 0 | 2 | 3 |

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| MB18NP04 | Project Execution, Monitoring And Control | 2 | 0 | 2 | 3 |
| MB18NP05 | Project Closure, Ethics And Digital Formations | 2 | 0 | 2 | 3 |
| TOURISM AND HOSPITALITY MANAGEMENT | | | | | |
| MB18NH01 | Hospitality Management | 2 | 0 | 2 | 3 |
| MB18NH02 | Event Management | 2 | 0 | 2 | 3 |
| MB18NH03 | Advanced Kitchen And Service Management | 2 | 0 | 2 | 3 |
| MB18NH04 | Hospitality Facility Planning | 2 | 0 | 2 | 3 |
| MB18NH05 | International Tourism Management | 2 | 0 | 2 | 3 |
| MB18NH06 | Revenue And Pricing Management For Hospitality Industry | 2 | 0 | 2 | 3 |
| MB18NH07 | Travel And Tour Operations Management | 2 | 0 | 2 | 3 |

SEMESTER I

| | | | | | |
|---------|-----------------------------|---|---|---|---|
| MB18101 | MANAGERIAL(MICRO) ECONOMICS | L | T | P | C |
| | | 1 | 0 | 2 | 2 |

COURSE OBJECTIVES

- To empower students to acquire decision making ability in various business situations with Indian Economic Policies.
- To apply economic reasoning in taking investment decisions.
- To implement business policies relevant to sustainable development of Indian Economic Policies.
- To evaluate market analysis and forecast future business commensurate with Indian Economic Planning Goals.

UNIT I–The Economic Way of Thinking

Meaning and Importance of Managerial Economics: Introduction, Meaning, Nature, Scope of Managerial Economics, Importance of the study of Managerial Economics, Two Major Functions of Managerial Economics

UNIT II–Demand and Supply Analysis

Meaning of Demand: Type–I Demand Short term demand: Theory of demand, Law of Demand, Elasticity of Demand, Shifting and expansion of demand– Exceptions to law of demand. Type–II Demand Long term demand: Demand Forecasting, Level of Demand Forecasting, Methods or Techniques of Demand Forecasting, Survey Methods, Statistical Methods–Criteria for Good Demand Forecasting, – Meaning of Supply: Type–I short term supply: Theory of supply, Law of supply and Elasticity of Supply. Type–II Long term supply: Theory of long run supply– Exceptions to the Law of Supply, Changes or Shifts in Supply.

UNIT III –Production and Cost Analysis

Introduction, Meaning of Production and Production Function, Type–1 production–short run production. Type II production–long run production, Cost of Production: Various types of cost of production (internal cost and external cost) Type I Cost of production: Short run cost of production analysis. Type II cost of production: Long run cost of production analysis. Cost–output

Relationship–production capacity determination (excess capacity and reserve capacity of production determination)

UNIT IV– Objectives of Firm and Price Determination

Profit Maximization Model Vs. Sales Maximization Model–Types of market structure – Perfect Competition and Imperfect Competition–Price Determination under Perfect Competition, price and output determination (short run and long run). Imperfect Competition: (i) Monopoly: (private monopoly and public monopoly–dead weight loss) (ii) Monopolistic competition (excess capacity determination problem) (iii) Oligopoly competition: Price and output determination, collusive oligopoly and price leadership–(i) various pricing strategies (Marginal cost pricing, full cost pricing and average cost pricing) and (ii) non pricing strategies: cartels, mergers and acquisitions, take over, advertisement sales promotion and after sales service, various advanced theories of pricing.

UNIT V– Game Theory and Asymmetric Information

Components of a Game, Mutual knowledge vs Common Knowledge– Non-cooperative vs. Cooperative Games– Prisoners' Dilemma and Equilibrium in Dominant Strategy– Maximin Strategy– Nash Equilibrium and Refinements Applications–Why Market Fails–Adverse Selection Problem (Hidden Information), Lemon Markets/Insurance–Other Applications–Moral Hazard Problem (Hidden Actions)– Principal agent Problem– Applications– Signaling and Screening–Incentive Scheme/Mechanism Design–Managerial Implications.

LEARNING RESOURCES

1. Craig H. Petersen, W. Chris Lewis and Sudhir K. Jain, Managerial Economics, Pearson Education, 9th Ed., 2017.
2. Michael R. Baye. Managerial Economics and Business Strategy. McGraw–Hill/Irwin, New York, USA, International edition, 5th edition, 2006.
3. W. Bruce Allen, Neil A. Doherty, Keith Weigelt and Edwin Masfield. Managerial Economics: Theory, Applications, and Cases. W.W. Norton & Company, Ltd., London, 7th edition, 2012.

4. M.S. Bhat and A.V. Rau. Managerial Economics and Financial Analysis. BS Publications, Hyderabad.
5. David Kreps, Game Theory and Economic Modeling, Oxford University Press. 1990.
6. Mark Hirschey and Bentzen, Managerial Economics. Cengage Learning, 2017.

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|----------------|-------------------------------|----------|----------|----------|----------|
| MB18102 | BUSINESS COMMUNICATION | L | T | P | C |
| | | 2 | 0 | 2 | 3 |

COURSE OBJECTIVES

- This course intends to develop good communication skills in students for their future jobs and endeavors in the corporate world so that they can gain a cutting edge over their other counterparts within the country and across the globe.

UNIT I –Introduction

Definition and classification of communication, purpose of communication, process of communication, importance of communication in management, communication structure in organization, barriers & gateway in communication, 7 C's of communication, Impact of cross cultural communication.

UNIT II – Employment Communication

Writing CVs & Application Letter, Group discussions, interview, types of interview, candidates preparation, Interviewers preparation; Impact of Technological Advancement on Business Communication; Communication networks, Intranet, Internet, teleconferencing, videoconferencing

Oral Communication

What is oral Communication, principles of successful oral communication, two sides of effective oral communication, effective listening, non – verbal communication, Body language, Paralanguage.

UNIT III – Written Communication

Purpose of writing, pros & cons of written communication, clarity in writing, principles of effective writing, writing technique.

Business letters and Reports

Introduction to business letters, Types of business letter, Layout of business letter, Reports: definition & purpose, types of business reports, reports writing, letter for Job Application, Thank You Letter, Letter of Complaint, Memos.

UNIT IV –Group communication

Meetings: need, importance & planning of Meetings, drafting of notice, agenda, minutes & resolutions of Meeting, writing memorandum, press release, press conference, Business etiquettes – netiquettes, telephonic & table etiquettes.

Presentation Skills

What is a presentation: elements of presentation– designing a presentation, advanced visual support for business presentation, types of visual aid, appearance & posture, practicing delivery of presentation.

UNIT V – Corporate communication:

Definition, scope, importance & components of corporate communication, professional communicator responsibilities, corporate communication & Public Relation, role of social media in communication.

LEARNING RESOURCES

1. Lesikar RV & Pettit Jr. JD – Basic Business Communication : Theory & Application (Tata Mc Grow Hill, 10th Edition).
2. Bisen & Priya – Business Communication (New Age International Publication)
3. Kalkar,Suryavanshi,Sengupta – Business Communication(Orient Blackswan)
4. M.K. Sehgal & V. Khetrpal – Business Communication (Excel Books).
5. P.D. Chaturvedi – Busines Communication (Pearson Education, 3st Edition 2006).
6. Sharma R.C., Mohan Krishna – Business : Correspondence and Report Writing (Tata McGraw Hill,3rd Edition).
7. Rajendra Pal –Business Communication (Sultanchand & Sons Publication)

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|----------------|---|----------|----------|----------|----------|
| MB18103 | LEGAL AND BUSINESS ENVIRONMENT (MICRO AND MACRO) | L | T | P | C |
| | | 1 | 0 | 2 | 2 |

COURSE OBJECTIVES

On completion of this course the participants expected to

- Describe the salient provisions relating to Indian contract act, Sale of Goods Act, IPR, Companies Act, and other acts relating to public interest.
- The familiarity with the precaution to be taken by them as managers when they enter into business relationships with their suppliers, customers or other third parties

UNIT I

Introduction to Business laws – Business Management and Jurisprudence; Structure of the Indian Legal Systems: Sources of Law, Manager Legal System –Right to Information Act.

UNIT II

Fundamentals of Contract Laws – Formation of Contracts, Principles of Contract Laws, Legality of object Consideration; Performance of Contract; Discharge of Contract, Quasi contracts, Contract Management.

UNIT III

Special Contracts: Bailment & Pledge, Indemnity and Guarantee–Contract of Agency–Sale of Goods Act: Principles of Sales of Goods, Transfer of ownership & Property, Consumer Protection Laws, Laws relating Business organizations.

UNIT IV

Partnership Trusts – Company form of organization, Formation of Company; Rights, Duties and Liabilities of Directors; Winding up of the Company

UNIT V

Protecting the property of Business – Copyright, Trademark, Secret, Geographical Indications – Alternate Dispute resolutions.

LEARNING RESOURCES

1. Ravindra Kumar– Legal Aspects of Business–Cengage–2016
2. Akhileshwar Pathak, Legal aspects of business– Tata McGraw– Hill,2016
3. N.D.Kapoor, Mercantile Law , Sultan & Sons, 2012

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|---------|---|---|---|---|---|
| MB18104 | FINANCIAL REPORTING, STATEMENT AND ANALYSIS | L | T | P | C |
| | | 2 | 0 | 2 | 3 |

COURSE OBJECTIVES

- To equip the students with practices and procedures of financial reporting including accounting concepts, conventions, policies and generally accepted accounting principles (GAAP)
- To enable the student to attain practical knowledge of various aspects of an annual report including note on accounts and management discussion and analysis.
- To equip the students with a detailed understanding of the tools and techniques of financial statement analysis including the ramifications of CAGR.
- To introduce to the students the practical aspects of financial statement analysis through contemporary case studies for credit analysis and equity research

UNIT I

Financial reporting – meaning – methods – principles – reporting practices– financial statements– income statements– balance sheets and cash flow statements – accounting concepts and conventions – accounting standards and GAAP

UNIT II

Additional information in annual report–segment reporting, notes to financial statement –full disclosure –comparative statement –management discussion and analysis.

UNIT III

Tools for analysis and interpretation of financial statements – vertical and horizontal analysis – trend analysis – common sized statements and ratio analysis – uses and limitations

UNIT IV

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

UNIT V

Introduction to credit analysis, equity research and business analytics – use of financial information for decision making – contemporary case studies

LEARNING RESOURCES

1. The analysis and use of financial statements–third edition–Gerald I. white, Ashwinpaul C. Sondhi, Dov Fried–3rd Edition 2003
2. Financial accounting for managers by Dr. Narayana Swamy, Indian institute of Management, Bangalore, Tata–McGrawHill,2018 edition

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|---------|----------------------|---|---|---|---|
| MB18105 | MARKETING MANAGEMENT | L | T | P | C |
| | | 1 | 0 | 2 | 2 |

COURSE OBJECTIVES

- To understand the Market, Marketing and Marketing Management
- To know how marketing strategies drive businesses.
- To focus marketing attention to deliver value to target customers.
- To differentiate between products and services & able to build brands
- To design & develop new products to deliver value & price, distribute & communicate through offers and build up customer value.

UNIT I

Introduction to Marketing Management–concepts–scope–Marketing Management Philosophies –Analyzing Marketing Environment –Ethical behavior– corporate social responsibility–Market Competition–case studies.

UNIT II

Consumer Behavior– concepts–Evolution of consumer oriented markets–factor influencing consumer behavior –individual factors–Market Segmentation– bases for segmenting consumer markets and business markets–Target Marketing– selection of strategies–one to one –one to many marketing – Positioning for Competitive Advantage– marketing information–innovation–cases.

UNIT III

Product and Services– Product Classification– Branding– Product Life Cycle– New Product Development – Product Extension Strategies–cases.

UNIT IV

Pricing–concepts–importance–objectives–determinants–types–strategy–actics–Place–channel distribution–intermediaries and their functions –channel structure –channel alliances–cases.

UNIT V

Promotion Decisions –objectives–promotional mix– Factors affecting– sales promotion–trade sales–personal selling –advertising and public relations–creative decisions in advertising–cases.

LEARNING RESOURCES

1. Philip Kotler , Kevin Lane Keller “ Marketing Management” 15th Edition, Person Publications Limited, 2017.
2. Noel Capon and Siddharth Shekar Singh,” managing Marketing–An Applied Approach”, Wiley India Pvt Limited 2017.
3. Kenneth E.Clow. Donald Baack, “cases in marketing management,” 5th edition, Person India Ltd, 2014.
4. Arunkumar and Meenakshi, “Marketing Management,” Vikas Publishing House, 2015.
5. Ramasamy and Namakumari, Marketing management–Global perspective –Indian context, 5th edition, Macmillan Publishers India Ltd, 2014.
6. Rajan Saxena, Marketing Management “, 5th Edition, Tata McGrew Hill Publishing Co Ltd., 2017.

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|----------------|------------------------------|----------|----------|----------|----------|
| MB18106 | OPERATIONS MANAGEMENT | L | T | P | C |
| | | 2 | 0 | 2 | 3 |

COURSE OBJECTIVES

- To enable the students to understand the fundamental concepts of operations management
- To provide awareness on the roles and responsibilities of operations managers in different organizational contexts
- To build the confidence among the students to handle production and operations related activities in the manufacturing and service organizations
- To describe the boundaries of an operations system, and recognize its interfaces with other functional areas within the organization and with its external environment.

UNIT I

Operations Management – Introduction, Operations as a Source of Competitive Advantage – Tradeoffs and Combinations – Difference between Manufacturing and Service Operations – Services as Part of Operations Management – Operations Management: System Perspective, Functions, Challenges and Current Priorities – Operations Strategy – Strategy Formulation Process – Strategic Decisions in Operations – Make or Buy Decisions – Simple Cost Analysis (Numerical) , Break Even Analysis (Numerical) and Economic Analysis (Numerical) – World Class Manufacturing

UNIT II

Process Analysis – Process flow Charting – Planning premises and process implication – Performance analysis measures – Determinants of process Characteristics – Types of Processes and Operations Systems – Process–Product Matrix – Process Selection – Facility Location Factors – Decision Methods (Numerical) – Layout Planning – Types of Layouts – Designing Product and Process Layouts – Line Balancing (Numerical) – Capacity Planning – Measures in Capacity (Numerical) – Framework – Alternatives for Capacity Augmentation

UNIT III

Forecasting and its Types –Design and Developing Forecasting Systems – Sources of Data and Methods of Forecasting (Numerical) – Accuracy of Forecasts – Inventory Management: Deterministic Demand Model – Economic Order Quantity (EOQ) – Economic Batch Quantity (EBQ), – Selective Inventory Control Techniques – Continuous and Periodic Review Inventory Models (Numerical)

UNIT IV

Supply Chain Management – Need, Components, Structure and Measures–Lean Vs Agile Supply Chains – Aggregate Production Planning (Numerical) – Need, Managing Demand and Supply – Basic Strategies and Methods – Materials Requirement Planning (MRP I) (Numerical) – Basic Building Blocks, Logic and Using MRP System – Manufacturing Resource Planning (MRP II) – Master Production Schedule

UNIT V

Project management –Phases, Framework, Tools and Techniques–Addressing Time and Resource Constraints – Gantt Chart – Quality Management – Meaning, Dimensions of Quality for Products and Services – Cost of Quality – Old and New Quality Improvement Tools – Statistical Quality Control – Control Charts for Variables and Attributes (Numerical) – Sustainable Operations Management – Notion of Sustainability, Framework, Reverse Logistics, Remanufacturing and Challenges

LEARNING RESOURCES

1. Mahadevan B., Operations Management Theory and Practice, Pearson Publication, 3rd Edition, 2015
2. Norman Gaither and Greg Frazier, Operations Management, 9th Edition, Cengage publications, 2002 (Reprint 2013)
3. Richard B. Chase, Nicholas J. Aquilano, F. Robert Jacobs, Production and Operations Management: Manufacturing and Services, McGraw Hill publications, 1998

4. R. Panneerselvam, Production & operations management, Prentice Hall India private limited, 2017.
5. Aswathappa, K., Shridhara Bhat, K., Production and Operations Management, Himalaya Publishing House, 2014
6. Shailendra Kale., Production and Operations Management, McGraw Hill Educations(India) Private limited, 2013
7. Chary, S.N., Production and Operation Management, 5e, 5th Edition, Tata McGraw Hill education private limited, 2016

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|----------------|---|--|--|----------|----------|----------|----------|
| MB18107 | COMPUTER APPLICATIONS FOR BUSINESS | | | L | T | P | C |
| | | | | 1 | 0 | 4 | 3 |

COURSE OBJECTIVES

- The students will learn the basics of information systems, its application in business and the relationship among Organization, Technology and Management
- The student will gain knowledge in generating business documents.
- The students will be able to create effective Dash boards, evaluate the financial impact of Loans, Investments and Financial Viability of project options by using MS–Office Excel.
- The student will be acquainted with creating Database and Electronic Presentation
- The students will gain insight on applications of Computer Networks in Business.

UNIT I–Relationship among Organization, Technology and Management

Running and Managing a Business in the Digital Era – Strategic Business Objective of Information System Data and Information – Functions of an Information System – Dimensions of Information Systems – Business Information Value Chain – Contemporary Approaches to Information Systems – Business Processes and Information System – Systems for different Management Groups – HR – Finance– Operations – Marketing – Enterprise Application Architecture – SCM – CRM – KMS – Collaboration – Business Benefits of Collaboration and Social Business

UNIT II –Application of MS–Word in Business

Microsoft Word – Menus and Tool Bar –Creating and Formatting Tables – Formatting of Letters – Quotation – Invoice – Purchase Order – Sales Order – Application of Mail Merge in Business – Designing the word document with Images and Graphs – Conversion of word to PDF and PDF to Word

UNITIII–Application of MS– Excel in Business

Menus and Options in Excel – Types of Charts and Graphs – Pivot Table – Relational Operators – Financial Functions – Boolean – Logical Functions – Analyzing the financial impact of Loans and Investment – Amortization Schedule – Evaluating alternative project options.

UNIT IV– Application of MS– Access and Power Point in Business

Introduction to Microsoft Access – Creating a Database – Tables – Queries and Query Design – Introduction to Power Point – Tool bar – Icons – Commands – Navigation – Creation of Slides – Animation – Templates – Designing Presentations – Slide Show Controls – making notes on pages and Hand outs – Printing presentations – Customizing Presentations – Auto Content Wizard – Creating Links in Slides

UNIT V –Computer Networks

Overview of Network – Communication Processors – Communication Media – Types of Network – Network Topologies – Network Protocols – Network Architecture.

LEARNING RESOURCES

1. Management Information Systems–Managing the Digital Firm, Kenneth C Laudon & Jane P Laudon, 14th Edition, 2017 ,Pearson India Education Services Pvt. Ltd.,
2. Succeeding in Business with Microsoft Excel 2013 – A Problem Solving Approach, Debra Gross, Frank Akaiwa, Karleen Nordquist, Cengage Learning, 1stEdition, 2014.
3. Computer Networks, Andrew S.Tanenbaum, 4th Edition, 2007,Pearson Education
4. Business Application Software by Ait Johri, Himalaya Publication House, 1st Edition, 2012.

5. Introduction to Information Technology, IITL Education Solutions Limited, Research and development Wing, 2nd Edition 2012, Pearson Education
6. Microsoft Office 2007: Introductory Concepts and Techniques, Gary Shelly, Thomas J. Cashman, Misty Vermaat, Windows Vista Edition, 2007, Thomson Learning Publishers.

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| MB18108 | ORGANISATIONAL BEHAVIOR | L | T | P | C |
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COURSE OBJECTIVES

- To provide an overview of theories and practices in organizational behavior in individual, group and organizational level.

UNIT I – Focus and Purpose

Definition, need and importance of organizational behaviour – Nature and scope – Frame work – Organizational behaviour models. Disciplines that contribute to OB field. Challenges and opportunities for OB.

UNIT II– Individual Behaviour

Personality – types – Factors influencing personality – Theories —Learning – Types of learners – The learning process – Learning theories Emotions – Emotional Labour – Emotional Intelligence – Theories. Attitudes – Characteristics – Components – Formation – Measurement– Values. Perceptions – Importance – Factors influencing perception – Interpersonal perception– Impression Management. Motivation– Theories – Importance – Types – Effects on work behavior.

UNIT III –Group Behaviour

Organization structure – Formation – Groups in organizations – Influence – Group dynamics – Emergence of informal leaders and working norms – Group decision making techniques – Team building – Interpersonal relations – Communication – Control.

UNIT IV–Leadership and Power

Meaning – Importance – Leadership styles – Theories – Leaders Vs Managers – Sources of power – Power centers – Power and Politics.

UNIT V– Dynamics of Organizational Behaviour

Organizational culture and climate – Factors affecting organizational climate – Importance. Job satisfaction – Determinants – Measurements – Influence on behavior. Organizational change – Importance – Stability Vs Change – Proactive Vs Reaction change – the change process – Resistance to change – Managing change. Stress – Work Stressors – Prevention and Management of stress – Balancing work and Life. Organizational development – Characteristics – objectives –. Organizational effectiveness Developing Gender sensitive workplace

Out Come

Students will have a better understanding of human behavior in organization. They will know the framework for managing individual and group performance.

LEARNING RESOURCES

1. Stephen P. Robins, Organisational Behavior, PHI Learning / Pearson Education, Edition 17, 2016 (Global edition)
2. Fred Luthans, Organisational Behavior, McGraw Hill, 12th Edition, 2013
3. Mc Shane & Von Glinov, Organisational Behaviour, 4th Edition, Tata Mc Graw Hill, 2007.
4. Nelson, Quick, Khandelwal. ORGB – An innovative approach to learning and teaching. Cengage, 2nd edition. 2012
5. Ivancevich, Konopaske & Maheson, Organisational Behaviour & Management, 7th edition, Tata McGraw Hill, 2008.
6. Udai Pareek, Understanding Organisational Behaviour, 3rd Edition, Oxford Higher Education, 2011.
7. Jerald Greenberg, Behaviour in Organization, PHI Learning. 10th edition. 2011

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| MB18109 | ENTREPRENEURSHIP | L | T | P | C |
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COURSE OBJECTIVES

- To understand how the players are involved in the ecosystem
- To understand the roles of skill, experience, motivation and culture of Entrepreneurship
- To analyze how the Business plan is framed and the challenges involved in it
- To reflect on the financial institutions and Venture feasibility analysis

UNIT I

Entrepreneurship and Intrapreneurship– similarities and variances– India's start up revolution–Trends, Imperatives, benefits; the players involved in the ecosystem, Business, Incubators– Rural entrepreneurship, social entrepreneurship, women entrepreneurs– The entrepreneurial mind–set– Key attributes an entrepreneur –Desirable and non acquirable attitudes and behaviors– Readiness– The right time, right age, right conditions

UNIT II

Myths and realities of entrepreneurship–Transition from college/regular job to the world of startups–Personal finance–Explaining to family–Entrepreneurial stress–Composition–Complementarily–Difference life stages–Relative importance–Disagreements–Idea. Opportunity and retrospective determinism–To solve something felt and experienced Vs I want to be an entrepreneur–

UNIT III

Where can ideas come from–Creating and appropriating value–Scarcity, choice and tradeoffs–identifying 'paying customer', developing market understanding–Narrowing focus–End user profiling , Ideal Persona– Market Segmentation–Market sizing,–Marketing plan, pricing– strategy–Rigor of another kind: Heuristics and Gut –feel

UNIT IV

Business plan– How to develop it– What all should it have, what it shouldn't have –Unit economics, scalability –copy, defensibility –Venture feasibility analysis –Pitching–Legal Matters–Organizational form –partnership, sole proprietorship, corporation– Intellectual property copyright–trademarks–Tax, Personnel law, contract law, Law vs Ethics– Legal expenses, hiring the service provider– Digital haves and Have-nots–Digital economy as a resource–Promotion tools – the value of likes and shares– Matchmakers–Long tail markets–Micro–Apps–Funding and Incubation

UNIT V

Informal capital–Friends & Family, Angel –Introduction to the world of Venture Capitalists– Evaluation criteria employed by VCs–Selecting the right VC– Financing Mix and the Financing continuum–shareholding –Cliff–Vesting schedule–Relative Importance of Operational involvement, Idea/Patent, Driving force and capital infusion–go-live What proof of concept is needed–Minimum viable product – Name of product/service–Website/Visiting card/Office space–Struggles–Causes of failure–Product/market, financing, managerial , Resilience —How many attempts Valuation and Harvesting –Valuation methods–Term sheet–Strategic sale, negotiations–Management succession

LEARNING RESOURCES

1. Rajshankar, Entrepreneurship Theory and practice, Vijay Nicole Imprints Private limited, 2015.
2. Rajeev Roy, Entrepreneurship, Oxford University Press, 2011
3. Jayshree Suresh, Entrepreneurial Development, Margam Publications, 2015
4. Poornima M Charantimath, Entrepreneurship Development Small Business Enterprises, Pearson Education, 2006.

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| MB18110 | BUSINESS STATISTICS AND ANALYTICS FOR DECISION MAKING | L | T | P | C |
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COURSE OBJECTIVE

- The objective of the course is to make the students familiar with statistical techniques and their applications in managerial decision making. Applications of inferential statistics in managerial decision making

UNIT I

Introduction – Variable types and data measurement scales – Descriptive statistics – Data visualization (Charts and Graphs) – Descriptive analytics

UNIT II

Probability – Types of Probability – Rules and Conditions of Probability – Random variable–discrete distributions–Continuous distributions – using excel

UNIT III

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 IV

Hypothesis testing: Parametric and non–Parametric 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 – using excel

UNIT V

Correlation analysis – Simple linear regression – Multiple regression – Data analysis using excel

LEARNING RESOURCES

1. David R. Anderson , Dennis J. Sweeney, Thomas A. Williams, Jeffrey D. Camm, James J. Cochran, Statistics for Business & Economics, Revised 13th Edition, 2018
2. T N Srivastava, Shailaja Rego, Statistics for Management Paperback, 2017
3. Anand Sharma, Statistics for Management, Himalaya Publishing House, Second Revised edition, 2008.
4. Albright S and Winston.L., Business Analytics : Data Analysis and Decision Making 5th Edition, Cengage Learning, 2015

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|---------|-------------------------------------|---|---|---|---|
| MB18111 | MANAGERIAL SKILLS FOR EFFECTIVENESS | L | T | P | C |
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COURSE OBJECTIVES

- To familiarize the students to the basic concepts of managerial skills in order to aid in understanding how an organization functions, and in understanding the complexity and wide variety of issues managers face in today's business firms.

UNIT I –Introduction to Personal Skills

Introduction to skills & personal skills Importance of competent managers, skills of effective managers, developing self awareness on the issues of emotional intelligence, self learning styles, values, attitude towards change, learning of skills and applications of skills– Negotiation and assertiveness skills.

UNIT II–Organizational Culture

Building organizational culture– Building peer support for team's projects, identifying operational and strategic gaps, identifying mentor to support professional development – role of Mentor in professional development – Leadership challenges and strategies in organizational development – Mapping personal leadership and Learning journey

UNIT III –Inter Personal Skills

Building relationship Skills for developing positive interpersonal communication, importance of supportive communication, coaching and counseling, defensiveness and disconfirmation, principles of supportive communications. Personal interview management. Skill analysis and application on above areas. Reflective assessment on dimension of managerial success.

UNIT IV–Team Building

Team building: Developing teams and team work, advantages of team, leading team, team membership. Team management, networking skills, interaction across business functions Skill development and skill application.

UNIT V –Communication

Communication related to course: oral presentations, conducting meetings, Meetings–preparation, importance and benefits of meetings, course of meetings, principles of chairing meetings, common mistakes and drawbacks. reporting of projects, reporting of case analysis, answering in Viva Voce, Assignment writing.

Outcomes

- i) The students should be able to describe and discuss the elements of effective management,
- ii) discuss and apply the planning, organizing and control processes, iii) describe various theories related to the development of leadership skills, motivation techniques, team work and effective communication, iv) communicate effectively through both oral and written presentation.

LEARNING RESOURCES

1. Andrew J. Dubrin, Essentials of Management, Thomson Southwestern, 9th edition, 2012.
2. Samuel C. Certo and Tervis Certo, Modern management: concepts and skills, Pearson education, 12th edition, 2012.
3. Harold Koontz and Heinz Weihrich, Essentials of management: An International & Leadership Perspective, 9th edition, Tata McGraw-Hill Education, 2012.

4. Don Hellriegel, Susan E. Jackson and John W. Slocum, Management– A competency–based approach, Thompson South Western, 11th edition, 2008.
5. Heinz Wehrich, Mark V Cannice and Harold Koontz, Management– A global entrepreneurial perspective, Tata McGraw Hill, 13th edition, 2010.
6. Stephen P. Robbins, David A. De Cenzo and Mary Coulter, Fundamentals of Management, Prentice Hall of India, 2012

SEMESTER-II

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|---------|---------------------------|---|---|---|---|
| MB18201 | INDIAN ECONOMY AND POLICY | L | T | P | C |
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COURSE OBJECTIVES

- To empower the students to understand Indian economic Policy's threats and opportunities in business
- To understand the business participation in Indian economy
- To reap the benefit of Indian economic Fiscal policies (subsidy, grants and aids for the future business)
- To direct the business and to forecast future business towards the goal of Sustainable Development of Global Economy and Indian Economy.

UNIT I

Introduction to Colonialism of British Rule in India: De-industrialization of Indian economy– Business enterprises–Growth and development–economic reforms

UNIT II

Indian Economic Growth and Development: Silent features of underdeveloped economy–economic factors and non–economic factors– poverty and inequality. Latest trend in Indian Economic Planning. Factors determining economic Development: Resource Profile of the Economy – Natural Resources – Infrastructure –Human resources — National Income and Capital Formation – Growth and economic reforms.

UNIT III

Overview of Indian Economy Development: Macroeconomic Overview – Fiscal and Monetary Policy –Foreign Trade and Balance of Payments – Financial Sector Performance and impending reforms

UNIT IV

Policies towards Agriculture: Green Revolution and its impact on economy and environment – Agriculture Finance and Agriculture Marketing – Agriculture pricing policy (Procurement Pricing and Minimum Support Pricing)

– Subsidies and Food Security–Post harvest management techniques. Industrial Development during plans: Industrial Policy and Licensing – Public enterprises and privatization – Micro Small and Medium Enterprises –Service sector– Industrial Labour in India – Industrial sickness.

UNIT V

Financial and Commercial Banking in India– Industrial finance and Development Banking in India–Government Reforms towards Emerging Global Economy –issues on climate changes, ozone layer depletion, bio-diversity failures and human health deterioration and disparities in Global resource and energy sharing between developed economies and developing economies.

Environment Regulatory Framework: Environment treaty of Montreal Protocol, Kyoto Protocol and Paris Protocol–Indian role and participation in Global Environmental Regulation– Liberalization , Privatization , Globalization – Issues.

LEARNING RESOURCES

1. Uma Kapila , “Indian Economy, 17th Edition: Performance and Policies”, Academic Foundation, 2017.
2. Chetan Ghate, Kenneth M. Kletzer, “Monetary Policy in India: A Modern Macroeconomic Perspective”, Springer, 25–Nov–2016.
3. Nilanjan Banik , “The Indian Economy: A Macroeconomic Perspective”, SAGE Publishing India , 2015.
4. Bharat Jhunjhunwala, “Globalisation and Indian Economy”, Gyan Publishing House, 2007.
5. Bimal Jalan, “Indian Economy”, Penguin UK, 22–Sep–2004.
6. Raj Kapila, Uma Kapila, “India's Economy in the 21st Century: A Collection of Select Articles”, Academic Foundation, 2002

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|---------|----------------------------------|---|---|---|---|
| MB18202 | INDIAN ETHOS AND BUSINESS ETHICS | L | T | P | C |
| | | 2 | 0 | 2 | 2 |

COURSE OBJECTIVES

- To equip students to understand Indian ethos
- To appreciate the concepts of business ethics in leadership
- To analyze the choice of tools for resolving ethical dilemma

UNIT I

Elements of Indian ethos—union rather than dominion status of human beings—renunciation of self—laws of karma: Law of creation, law of humility, law of growth, law of responsibility, law of connection – Brain stilling, the Indian ethos for management—corporate Karma leadership (connecting company and cause, integrating, philanthropy into work environment)

UNIT II

Management ideas form Vedas, Mahabharata, Bible, Quran, Artha Shastra, Thirukkural, Kautilya's Arthashastra. Indian Heritage in Business, Management. Production and consumption—Ethics Vs Ethos, Indian Vs Western Management, Work Ethos and values for Indian managers—Relevance of value based management in global change—Impact of values on take holders, Trans-cultural Human values, Secular Vs spiritual values, value system in work culture.

UNIT III

Stress management—meditation for mental health, yoga, contemporary approaches to leadership—Joint Hindu Family Business— Leadership Qualities of Karta— Indian systems of learning—Gurukul system of learning—Advantages—disadvantages of Karma, importance of Karma to managers—Nishkama Karma, Laws of Karma, Law of creation—Law of Humility—Law of Growth—Law of Responsibility—Law of Connection—Corporate Karma Leadership—Transactional leadership Vs Transformational leadership—servant leadership.

UNIT IV

Understanding the need for ethics, ethical values, myths and ambiguity, ethical codes, ethical principles in business; Theories of Ethics, Absolutism Vs Relativism, Technological approach, the Deontological approach, Kohlberg's six stages of moral development (CMD)

UNIT V

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

LEARNING RESOURCES

1. Biswanath Ghosh, Ethics in Management and Indian Ethos, Second Edition, Vikas Publishing Housing Pvt.Ltd, 2009.
2. Swami Anubhavananda, Aryakumar, Ethics in management, insights from Ancient Indian wisdom, Ane Book, Chenai, 2000.
3. Biswanath Ghosh, Ethics in Management and Indian Ethos, Vikas publishing Noida, 2008.
4. Joanne B. Ciulla, Ethics the heart of Leadership, Praeger, London 2004.
5. S.K. Bhatia, Business ethics and Managerial values, Deep & Deep publications. New Delhi, 2008.

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|---------|-------------------|---|---|---|---|
| MB18203 | CORPORATE FINANCE | L | T | P | C |
| | | 2 | 0 | 2 | 3 |

COURSE OBJECTIVES

- 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

Introduction to Financial Management–Corporate Finance – Nature and Scope – Role of Financial Institution –Time Value of Money

UNIT II–Investment Decision

Investment Analysis – Risk Analysis Probability Approach– Business Failures, Mergers, Consolidations and liquidation.

UNIT III–Financing Decision

Cost of capital–Valuation of common stock, preference shares and fixed income securities–Bond valuation theorems– WACC Capital Markets – Valuation of the Firm– Inflation and Financial Decisions. Derivatives – Futures and Options– Dividend Valuation Model – Dividend Policies – Walter Model – Gordon Model – Payment Ration divided as a residual payment – M.M. Irrelevance Doctrine

UNIT IV –Working Capital Management

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

UNIT V –Foreign Collaboration and Introduction to Capital Market

Foreign Collaboration – Business Ventures Abroad. International Financial Institutions & Multinational Corporations– Fiscal Policies, Government Regulations affecting Capital Market – Role of SEBI – Stock Markets

LEARNING RESOURCES

1. Brealey, R.A., Myers, S.C., Allen, F. and Mohanty, P., Principles of Corporate Finance, 11th Edition, Tata McGraw–Hill Publishers, 2017.
2. Damodaran, A., Applied Corporate Finance, 3rd Edition, Wiley, 2012.
3. Damodaran, A., Corporate Finance: Theory and Practice, 2nd Edition, Wiley India Pvt Ltd., 2007.
4. Ehrhardt, M.C. and Brigham, E., Corporate Finance: A Focused Approach, South Western, 2008.

5. Kidwell, D. and Parrino, R., Fundamentals of Corporate Finance, Wiley India Pvt. Ltd., 2011.
6. Madura, J., International Corporate Finance, 10th Edition, Cengage Learning, 2012.
7. Ross, S.A., Westerfield, R.W., Jaffe, J. and Kakani, R.K., Corporate Finance, 8th Edition, Tata McGraw–Hill Education, 2008.

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|----------------|--|----------|----------|----------|----------|
| MB18204 | INDIAN FINANCIAL SYSTEM AND FINANCIAL MARKETS | L | T | P | C |
| | | 2 | 0 | 2 | 3 |

COURSE OBJECTIVES

- To equip the students take potential concrete decisions on sourcing the funds and also on investing the funds.
- To expose them tussle with the gravity of Risk in financial markets.

UNIT I –Indian Financial System

Overview of Indian Financial system –Financial Institutions – Financial Instruments – Financial markets –Financial Services –Indian economy at a glance –Digitalization in Financial system –pros and cons – Financial Sector reforms –Recent Developments and Challenges ahead.

UNIT II –Indian Banking System

Overview of Indian Banking System, Functions of banks, modern day banking – key Acts governing the functioning of Indian banking system – RBI Act 1934, Negotiable Instruments Act 1881, Banking Regulations Act 1948 – Banking reforms – Role of Banks in Indian Financial system – other Financial Institutions – other services by banks.

UNIT III – Securities Market

Financial Market – Segments – Types — Participants in financial Market – Regulatory Environment, Primary Market – Methods of floating new issues, Book building – Role of primary market – Regulation of primary market, Stock exchanges in India – BSE, OTCEI , NSE, ISE, and Regulations of stock exchanges – Trading system in stock exchanges –systematic and unsystematic risk – SEBI – money market – Debt market.

UNIT IV –Foreign Exchange Market

Foreign Exchange Markets – Spot Prices and Forward Prices – Factors influencing Exchange rates – The effects of Exchange rates in Foreign Trade – Tools for hedging against Exchange rate variations – Forward, Futures and Currency options – FEMA – Determination of Foreign Exchange rate and Forecasting.

UNIT V –Derivatives Market

Derivatives – Definition – Types – Forward Contracts – Futures Contracts – Options – Swaps – Differences between Cash and Future Markets – Types of Traders – OTC and Exchange Traded Securities – Types of Settlement – Uses and Advantages of Derivatives – Risks in Derivatives – Derivatives market in India.

LEARNING RESOURCES

1. Padmalatha Suresh and Justin Paul, “Management of Banking and Financial Services, Pearson, Delhi, 2012.
2. Prasannachandra, Investment analysis and Portfolio Management, Tata McGraw Hill, 4th edition 2012.
3. Keith Redhead, ‘Financial Derivatives – An Introduction to Futures, Forwards, Options and SWAPs’,– PHI Learning, 2011.
4. Jeff Madura, International Corporate Finance, Cengage Learning, 9th Edition, 2011.
5. M.Y Khan, Indian Financial System, Tata McGraw Hill, 6th Edition, 2011

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|----------------|---------------------------|----------|----------|----------|----------|
| MB18205 | MARKETING RESEARCH | L | T | P | C |
| | | 1 | 0 | 2 | 2 |

COURSE 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

Background to Research– Developing research proposals–Research paradigms Contributions of research to theory and practice–Research Ethics– Literature Review–Identifying, accessing and managing sources of information and scholarly literature–Academic writing and referencing–Steps in literature review development–Augmentation–case studies.

UNIT II

Qualitative Methods– The nature and types of qualitative research–Data collection methods–primary and secondary sources–Types of data analysis methods–Writing up qualitative research–case studies.

UNIT III

Quantitative Methods–Data and Variables–The Nature of Quantitative Research–Descriptive and Inferential Statistics–Sampling–Designing and Coding Questionnaires–Data Entry and Screening–case studies.

UNIT IV

Hypothesis Testing–Association–Correlation Coefficients Bivariate, Regression–Association–Chi-square Tests–Difference– t-tests–Difference–ANOVA–Reliability, Validity and Rigour–Reporting a Quantitative Study–case studies

UNIT V

Research Proposal–Purpose, nature and evaluation–Content and format–Practical considerations–timelines, budgets, supervision management–Presentation and defense of proposals–case studies.

LEARNING RESOURCES

1. Malhotra, Dash “Marketing Research: An applied orientation” 7th Ed. Pearson Ltd, 2015.
2. Brown Suter Churchill, Marketing Research , 8th edition, Cengage Learning India Pvt Ltd,2015

3. G.C. Beri, 'Marketing Research', 4th edition, Tata McGraw–Hill Education, 2007
4. Churchill, Iacobucci & Israel, 'Marketing Research – A South Asian Perspective', Cengage Learning, India edition, 2010.
5. Harper, W. Boyd Jr, Ralph Westfall, Stanley F. Stasch, Richard D. Irwin Inc., 'Marketing Research – text and cases', All India Traveler Book Seller 12th edition, 2014
6. Raymond Kent, 'Marketing Research – Measurement, Method and application', International Thomson Business Press edition 2, 2011
7. William G. Zikmund, Barry J. Babin, 'Essentials of Marketing Research, International Edition, 5e, Cengage Learning, 2015
8. William G. Zikmund, Barry J. Babin, Jon C. Carr, Mitch Griffin, 'Business Research Methods, International Edition, 9e, Cengage Learning, 2014.

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|----------------|---------------------------|----------|----------|----------|----------|
| MB18206 | PROJECT MANAGEMENT | L | T | P | C |
| | | 2 | 0 | 2 | 3 |

COURSE OBJECTIVES

- To empower the students to get insights of basic concepts on project management
- To create awareness on the roles and responsibilities of project managers
- To build the confidence among the students to take up any kind of projects
- To sharpen the planning, scheduling and controlling skills of the students with respect to individual projects

UNIT I

Projects – Definition and Objectives – Project Management Vs General Management – Roles and Responsibilities of Project Manager – Selection of Project Manager – Selection of Projects – Understanding Project Life Cycle

UNIT II

Project Planning – Contents of Project Plan – Planning Scope of Projects – Planning Project Team – Work Breakdown Structure (WBS) – Planning Project Schedule – CPM and PERT – Gantt Charts – Schedule Compressions

UNIT III

Budgeting the Project – Methods of Budgeting – Cost Estimation – Improving Cost Estimates – Budget Uncertainty and Risk Management – Planning Resource – Expediting the Project – Resource Loading and Leveling – Allocating Scarce Resources to Projects – Risks in Projects

UNIT IV

Quality Definition for Projects – Cost Benefit Analysis – Quality Plan, Requirements, Metrics and Checks – Standards for the Project – Projects Quality management plan – Stakeholder Identification, Analysis and Communication Planning

UNIT V

Understanding Different Fundamental Contract Types and Some of the Variants – Earned Value Management – Project Control – Designing the Control System – Behavioral Aspects in Project Management – Project Evaluation Criteria and Measurement – Project Auditing Process and Report – Project Closure Types, Process and Report

LEARNING RESOURCES

1. Samuel Mantel, Jack Meredith, Scott Shafer, Margret Sutton and M.R.Gopalan, Project Management, Core Textbook, 1st Indian edition, Wiley India, 2010 Reprint 2016
2. Prasanna Chandra, Projects, Planning, Analysis, Selection, Financing, Implementation and Review, 7th edition, Tata McGraw Hill, 2012
3. Clifford Gray, Erik Larson and Gautam Desai, Project Management, The Managerial Process, 4th edition, Tata McGraw Hill 2012
4. Project management Institute, The Guide to the Project Management Body of Knowledge (PMBOK Guide), 5th Edition, PMI Publication, 2012

5. Harold Kerzner, Project Management, A Systems approach to Planning, Scheduling and Controlling, 10th edition, Wiley India, 2011
6. John Nicholas, Herman Steyn, Project Management for Business, Engineering & Technology, 4th edition, Routledge or CRC India, 2010

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|----------------|--------------------------------|----------|----------|----------|----------|
| MB18207 | QUANTITATIVE TECHNIQUES | L | T | P | C |
| | | 2 | 0 | 2 | 3 |

COURSE OBJECTIVES

- To develop and investigate the OR models by facilitating the various problem solving techniques.
- To Analyze and examine the results with the proposed recommendations for decision making in order to incorporate in the organization.
- To explore the mathematical software to solve the proposed models
- To apply the mathematical tools to solve the optimization problems
- To Identify and develop the operational research models.

UNIT I

Introduction to Linear Programming (LP) – LP Formulations – Graphical Solution – Simplex Method – Using Excel solver to solve LP Problems – Duality Concepts – Mathematical Formulation of Integer programming (IP) and Basic Problem in Gomory's Cutting Plane Method – Dynamic Programming: Algorithm, Shortest Route Problem

UNIT II

Transportation problem, Assignment problem – Trans–shipment problem – Travelling salesman Problem

UNIT III

Network Models: Shortest Path Problem, Maximum Flow Problem, Minimum Spanning Tree – Sequencing: M Job 2 Machine and 3 Machine Problems – Decision Theory: Decision Making Under Certainty and Uncertainty

UNIT IV

Queuing Theory: M/M/I: FCFS/N and FCFS/ Models – ∞ Replacement

Models: Replacement of Equipment Fails Suddenly, Replacement Policy when the Value of Money Changes with Time and Group Replacement Models

UNIT V

Game theory: Saddle Point Determination, Dominance Property, Two Person Zero-sum Game, Graphical Method with 3 x 3 Game – Simulation: Monte Carlo Simulation, Application in Inventory Management and Queuing

LEARNING RESOURCES

1. Hamdey A.Taha, Introduction to operations research, Prentice Hall India, Tenth edition, 2017
2. Fredericks, Hiller, Gerald J.Lieberman Bodhibrata Nag Prectam basu, Operations research 9e, Mcgraw hill education, 9th edition, 2017.
3. Pannerselvam . R, Operations research, Prentice Hall of india, 2009
4. J.K.Sharma, Operations research Theory and applications, 2012
5. Pradeep prabakarpai, Operations research – Principles and practice, oxford higher education, 2012
6. Gupta P.K.Hira D.S Problem in operations Research, S.Chand and co., 2003
7. Prof.V.Sundaresan, Prof. Ganapthisubramanian, Prof.Ganesan, Resource Management Techiques, A.R. Publications, 2016

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|----------------|----------------------------|----------|----------|----------|----------|
| MB18208 | ORGANISATION DESIGN | L | T | P | C |
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COURSE OBJECTIVE

To learn how an organization can be designed and developed to deal with the challenges from environment, technology, and its own processes.

UNIT I– Organization & its environment

Meaning of Organization – Need for existence – Organizational Effectiveness – Creation of Value – Measuring Organizational Effectiveness – External Resources Approach, Internal Systems Approach and Technical approach – HR implications. The Organization’s Environment– The Changing Environment

UNIT II – Organizational Design

Organizational Design – Determinants – Components – Types – Basic Challenges of design – The Role of Strategic Direction in Organization Design–A Framework for selecting Strategy and Design– Differentiation, Integration, Centralization, Decentralization, Standardization, Mutual adjustment– Mechanistic and Organic Structures– Technological and Environmental Impacts on Design– Importance of Design – Success and Failures in design – Implications for Managers.

UNIT III – Organizational Strategy & Culture

Organizational strategy–Organizational design –Alternative structures– Management process – Authority and organizational control mechanisms Understanding Culture – Strong and Weak Cultures – Types of Cultures – Importance of Culture – Creating and Sustaining Culture – Culture and Strategy – Implications for practicing Managers.

UNITIV – Organizational Change

Meaning – Forces for Change – Resistance to Change – Types and forms of change – Evolutionary and Revolutionary change – Change process – Managing organizational conflict, power and politics Organization Development – HR functions and Strategic Change Management – Implications for practicing Managers. Organization Size, Life Cycle and Decline.

UNIT V – Organization Evolution and Sustenance

Organizational life cycle – Models of transformation – Models of Organizational Decision making – Organizational decision making and organizational learning & knowledge management Organizational Learning – Innovation, Intrapreneurship and Creativity–HR implications.

Out Come

Students will be able to analyze organizations more accurately and deeply by applying organization theory.

LEARNING RESOURCES

1. Thomson G. Cummings and Christopher G. Worley, Organisational development and Change, Cengage, 10th edition 2013
2. Robbins Organisation Theory; Structure Design & Applications, Prentice Hall of India, 2009.
3. Bhupen Srivastava, Organisational Design and Development: Concepts application, Biztantra , 2010.
4. Robert A Paton, James Mc Calman, Change Management, A guide to effective implementation, Response Books, 2012.
5. Adrian Thorn Hill, Phil Lewis, Mike Mill more and Mark Saunders, Managing Change –A Human Resource Strategy Approach, Wiley, 2010.
6. Gareth R.Jones, Organisational Theory, Design & Change, Pearson Education, 6th Edition 2011.
7. Richard L. Daft, Understanding theory & Design of Organisations, Cengage, Western, 10th Edition 2012.

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|----------------|---------------------------|----------|----------|----------|----------|
| MB18209 | CORPORATE STRATEGY | L | T | P | C |
| | | 1 | 0 | 2 | 2 |

COURSE 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–phases of strategic management–impact of globalization and its challenges to strategic management–environmental scanning–process of strategic formulation–Mintzberg’s modes of strategic decision making–Responsibilities of the Board–Carroll’s four Social responsibilities of business.

UNIT II

Environmental scanning and Industry analysis

External Environmental analysis–Environmental scanning–Identifying external strategic factors–Industry Analysis: Porter’s approach to industry analysis–stake holder analysis & Non–market strategy–categorizing international industries–strategic types–competitive intelligence–strategic audit–EFAS.

UNIT III

Organizational Analysis and strategy formulation

Core and distinctive competencies– competitive advantage and firm resources–generic strategies and competitive advantage–determining the sustainability of an advantage–dynamics of competitive advantage and value chain–competing through business models–value chain analysis–industry value chain analysis–scanning functional resources and capabilities–corporate culture–strategic audit–SWOT–TOWS matrix–business level strategies–corporate strategies–portfolio analysis–corporate parenting–functional strategies–strategic choice–grand strategy.

UNIT IV

Strategy implementation, evaluation and control

Strategy implementation–Process of implementation–types of organizational structures–process of evaluation and control–types of controls–techniques of control–strategic information systems– competitive advantage to corporate advantage–corporate governance and corporate ethics

UNIT V

Strategic change and innovation

Strategic change–disruptive innovation–corporate social responsibility–competitive advantage to corporate advantage–integrative analysis–strategic issues of public sectors, small business organizations and non–profit organizations

LEARNING RESOURCES

1. Thomas L.Wheelen and J.David Hunger Concepts in strategic management and business policy, Pearson Education Limited, 2015.

2. Charles W.L.Hill, Gareth R. Jones, Strategic Management–An integrated approach, Cengage Learning, 9th edition, 2016.
3. David, Fred and Forest R.David, Strategic Management: A competitive advantage approach, concepts and cases, 2016.
4. Angelo Dringoli, New perspectives on the Modern Corporation: Corporate strategy and Firm growth, Edward Elgar Publishing Limited, 2011

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|----------------|---|----------|----------|----------|----------|
| MB18210 | CORPORATE SOCIAL RESPONSIBILITY AND SUSTAINABILITY | L | T | P | C |
| | | 1 | 0 | 2 | 2 |

COURSE OBJECTIVES

- To introduce the background and history of corporate social responsibility and its impact on social welfare
- To familiarize the students with the international framework of CSR and the legislations that are currently in force to ensure compliance
- To grasp the current issues and implications of CSR on social development and progress
- To capture the Indian scenario and the CSR practices by Indian and foreign MNC's

UNIT I

Introduction to CSR: Meaning & Definition of CSR, History & evolution of CSR. Concept of Charity, Corporate philanthropy, Corporate Citizenship, CSR—an overlapping concept. Concept of sustainability & Stakeholder Management. CSR through triple bottom line and Sustainable Business; relation between CSR and Corporate governance; environmental aspect of CSR; Chronological evolution of CSR in India; models of CSR in India, Carroll's model; drivers of CSR; major codes on CSR; Initiatives in India.

UNIT II

International framework for corporate social Responsibility, Millennium Development goals, Sustainable development goals, Relationship between CSR and MDGs. United Nations (UN) Global Compact 2011. UN guiding principles on business and human rights. OECD CSR policy tool, ILO tri-partite declaration of principles on multinational enterprises and social policy.

UNIT III

CSR–Legislation In India & the world. Section 135 of Companies Act 2013.Scope for CSR Activities under Schedule VII, Appointment of Independent Directors on the Board, and Computation of Net Profit's Implementing Process in India.

UNIT IV

The Drivers of CSR in India, Market based pressure and incentives civil society pressure, the regulatory environment in India Counter trends. Performance in major business and programs. Voluntarism Judicial activism. Identifying key stakeholders of CSR & their roles. Role of Public Sector in Corporate, government programs that encourage voluntary responsible action of corporations. Role of Nonprofit &Local Self Governance in implementing CSR; Contemporary issues in CSR & MDGs.

UNIT V

Global Compact Self Assessment Tool, National Voluntary Guidelines by Govt. of India. Understanding roles and responsibilities of corporate foundations. Review current trends and opportunities in CSR.CSR as a Strategic Business tool for Sustainable development. Review of successful corporate initiatives & challenges of CSR.Case Studies of Major CSR Initiatives.

LEARNING RESOURCES

1. Wayne Visser and Nick Tolhurst, The World Guide to CSR –, Green leaf publishing, 2017.
2. Mark S. Schwartz, Corporate Social Responsibility: An Ethical Approach, Broad view press, 2011.
3. The A to Z of corporate social responsibility, Wayne Visser, Dirk Mattern, Manfred Pohl, Nick Tolhurst, An ICCA Publication, 2010

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| MB18211 | HUMAN RESOURCES MANAGEMENT | L | T | P | C |
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COURSE OBJECTIVES

To provide knowledge about management issues related to staffing, training, performance, compensation, human factors consideration and compliance with human resource requirements.

UNIT I –Perspectives in Human Resource Management

Evolution of human resource management – The importance of the human factor – Challenges – Inclusive growth and affirmative action –Role of human resource manager – Human resource policies – Computer applications in human resource management – Human resource accounting and audit.

UNIT II – The Concept of Best Fit Employee

Importance of Human Resource Planning – Forecasting human resource requirement –matching supply and demand – Internal and External sources. Recruitment – Selection – induction – Socialization benefits

UNIT III –Training and Executive Development

Career Planning & Development Training needs analysis – Types of training methods –purpose – benefits– resistance. Training Models – Executive development programmes – Common practices – Benefits – Self development – Knowledge management – Delivery Methodology, Evaluation, Capacity Building.

UNIT IV –Sustaining Employee Interest

Compensation plan – Reward – Motivation – Application of theories of motivation – Career management – Development of mentor – Protégé relationships. Employee Engagement

UNIT V –Performance Evaluation and Control Process

Performance Appraisal –Types, methods, limitations and problems, ethics, Potential Appraisals Method of performance evaluation – Feedback – Industry practices. Promotion, Demotion, Transfer and Separation – Implication of job change. The control process – Importance – Methods – Requirement of

effective control systems grievances – Causes – Implications – Redressal methods.

LEARNING RESOURCES

1. Dessler Human Resource Management, Pearson Education Limited, 14th Edition, 2015.
2. Decenzo and Robbins, Fundamentals of Human Resource Management, Wiley, 11th Edition, 2013.
3. Luis R.Gomez–Mejia, David B.Balkin, Robert L Cardy. Managing Human Resource. PHI Learning. 2012
4. Bernadin , Human Resource Management ,Tata Mcgraw Hill ,8th edition 2012. Wayne Cascio, Managing Human Resource, McGraw Hill, 2007.
5. Ivancevich, Human Resource Management, McGraw Hill 2012.
6. Uday Kumar Haldar, Juthika Sarkar. Human Resource management. Oxford. 2012.

SEMESTER-III

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| MB18301 | SUMMER INTERNSHIP | L | T | P | C |
| | | 0 | 0 | 4 | 1 |

MBA Internships provide a platform for knowledge transmission beyond the class room. The project work is assigned for 1 credit hours to demonstrate students ability to apply learned skills, push boundaries and propose and explore much needed solutions across all disciplines and cultures grooming them with the skills the Hospital and health care industry demands.

The duration of the project is for six weeks.

FINANCE

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| MB18FM01 | Investment Analysis and Portfolio Management | 2 | 0 | 2 | 3 |
| MB18FM02 | Managing Banks and Financial Institutions | 2 | 0 | 2 | 3 |
| MB18FM03 | Project appraisal and Finance | 2 | 0 | 2 | 3 |
| MB18FM04 | Financial Markets and Services | 2 | 0 | 2 | 3 |
| MB18FM05 | Mergers Acquisitions and Corporate Restructuring | 2 | 0 | 2 | 3 |
| MB18FM06 | Financial Derivatives | 2 | 0 | 2 | 3 |
| MB18FM07 | International Finance | 2 | 0 | 2 | 3 |
| MB18FM08 | Behavioral Finance | 2 | 0 | 2 | 3 |
| MB18FM09 | Taxation | 2 | 0 | 2 | 3 |
| MB18FM10 | Valuation | 2 | 0 | 2 | 3 |

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| MB18FM01 | INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT | L | T | P | C |
| | | 2 | 0 | 2 | 3 |

COURSE OBJECTIVES

- To equip students, entrepreneurs and practitioners to understand the investments field and to practice for sound investment decisions making.
- To emphasize both theoretical and analytical aspects of investment decisions and deal with modern investment theoretical concepts and instruments.

UNIT I

Investment objectives – Investment Process – Avenues of Investment – Fixed Income and Variable Income Securities – Financial Markets – Investment and Speculation – Common mistakes made in Investment management – Investment environment – Time value of Money

UNIT II

Capital market – Primary market and Secondary market – process of IPO – FPO– Listing of Securities – Secondary market trading and operations –

Regulating bodies – SEBI – Stock exchanges – Stock exchanges in India – BSE – NSE –SEBI act – SCRA– Index Calculation – Global Index – Global exchanges.

UNIT III

Risk and Return – Risk Return Trade off –Risk Exposure– Expected Return – Systematic Risk – Unsystematic Risk – Types of Risk –Risk and Return analysis of individual securities – Standard Deviation –Investors classified based on Risk –Fundamental analysis and Technical Analysis – Economic analysis – Industry analysis – company analysis – ROC –MACC – Oscillators –Trends – RSI

UNIT IV

Valuation of Securities – Valuation of Equity – dividend discount model – zero growth model – constant growth model – multi stage growth model – Valuation of Bonds – YTM – YTC –Valuation of Preference shares – Arbitrage pricing Theory – CAPM – EMH – Random walk theory.

UNIT V

Portfolio Management – Steps in portfolio construction – Portfolio Revision – Diversification – types of Diversification – Portfolio Risk and Return analysis – Portfolio Evaluation – Jenson Index – Sharpe Index – Treynor's Index – Marcowitz portfolio selection model –Optimal portfolio –Mutual Funds – merits and demerits of mutual funds – types of mutual funds.

LEARNING RESOURCES

1. Security Analysis and Portfolio Management, VA Avadhani Pearson Publications.
2. Fundamentals of Investment Management, Hirt and Block, Tata McGraw Hill. Ed 2009.
3. Portfolio Management Handbook, Robert A. Strong, Jaico Publishing House, Mumbai.
4. Security Analysis and Portfolio Management, Prasanna Chandra, Tata McGraw Hill.

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| MB18FM02 | MANAGING BANKS AND FINANCIAL INSTITUTIONS | L | T | P | C |
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COURSE OBJECTIVES

At the end of the course the learner should be able to:

- Describe the Indian Banking Structure and Operations
- Understand the lending products and portfolio
- Know the loan appraisal process followed by the banks and financial institutions

UNIT I - Indian Banking Structure

Structure of Financial system –Indian Banking Structure– Electronic Banking–
– Functions of Reserve Bank of India – Role of RBI – Monetary policy of RBI
– features of monetary control along with its Recent policy development

UNIT II - Overview of Lending Products

Lending Products– Loans and Advances–Priority Sector Lending–Banking
Sector Reforms and NPA's–Principles of Sound Lending–Methods of
Granting Advances–Loan Appraisal Process–Corporate Loan Cycle

UNIT III - Investment Banking and Wealth Management

Introduction to Investment Banking–Concept of Wealth Management–
Measuring Investment returns in Wealth Management–Investment Vehicles
for Wealth Management–Managing Investment risk in Wealth Management

UNIT IV - Risk Management

Introduction to Risk Management–Meaning of Risk–How risk is Managed–
Limitations of Risk Management–Corporate Risk Management–Risk
Management in Banks–Managing Risks in International Transactions

UNIT V - Innovations and recent trends in Banking

Information Technology and its Usage in Banking Industry –Electronic
Payment Services–eCheques–RTGS–EFT–ECS–Point of sale Terminal–
Electronic Data Interchange(EDI)

LEARNING RESOURCES

1. L.M.Bhole “Financial Institution and Markets” Structure, Growth, and Innovation, TATA McGraw Hill 4th Edition–2008.
2. Meir Kohn “Financial Institutions and Markets”, Oxford, 2nd Edition–2007
3. Guruswamy , Merchant Banking and Financial Services –TMH Edition 3 –2009
4. Jeff Madura, Financial Institutions and markets –Eighth Edition–Cenage Learning

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| MB18FM03 | PROJECT APPRAISAL AND FINANCE | L | T | P | C |
| | | 2 | 0 | 2 | 3 |

COURSEOBJECTIVES

This course is designed with following objectives

- To equip the students to be aware of the latest trends in the Project Financing and give a broader view to subject both on a National & Global prospective.
- To familiarize the student with methods of investment appraisal and the utility of the same in decision making.
- To enable the students to grasp the advantages and disadvantages of leverage in project financing.
- To maximize the learning skills of students to prepare them as start-ups entrepreneurs to manage their own projects and business.

UNIT I

Introduction to Project Financing: Concept of Project – Capital Expenditure Decisions – Project Development cycle – Project Appraisal.

UNIT II

Lending Institutions: Schemes offered – Assistance provided – Norms & Procedures followed.

UNIT III

Financial Projections: Estimating total projects costs – Preparing proforma Income Statement, Balance Sheet & Cash Flow Statement – Evaluating

Project Feasibility – Financial Appraisal – Cash flows from Equity Point of View – Discounted & Non–discounted Project Appraisal Technique, Risk adjusted methods–Decision Tree, RAD Risk adjusted discount rate, Certainty equivalent approach

UNIT IV

Project Management: Concepts of projects – Project Management – Role of a Project manager – Advantages of Project management. Concept & Techniques of Project Planning: Meaning – Project Planning – Needs – Methodology – Steps & Techniques

UNIT V

Project Control & Monitoring: Meaning of Control – Steps, Techniques in Project Control – Variance Analysis & Performance Analysis. Monitoring meaning – Scope – Designing System – Installing Project Monitoring Cell.

LEARNING RESOURCES

1. Project Appraisal and Financing Paperback – 2017 by Gupta Ambrish.
2. Project Appraisal & Management–2017 by Rashmi Agrawal Yogjeta S Mehra
3. Dr. Prasanna Chandra: Project Planning, Analysis, Financing, Implementation & Review, Tata McGraw Hill–2014
4. Narendra Singh: Project Management. Himalaya Publishing House–2010
5. Vasanth Desai: Project Management. Himalaya Publishing House–2012

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|-----------------|---------------------------------------|----------|----------|----------|----------|
| MB18FM04 | FINANCIAL MARKETS AND SERVICES | L | T | P | C |
| | | 2 | 0 | 2 | 3 |

COURSE OBJECTIVES

- To develop an appreciation about the utility of financial services and market information as a vital input for management information and decision making process.

- Familiarizing the students with the new financial services and processes.
- To enrich the learning process through exposure to real life cases / business situations and live projects.

UNIT I

Overview of Financial Markets – Financial market regulation – financial market globalization –role of financial institution in financial market – securities market – Primary market and secondary market – securities market regulation – secondary market trading – clearing and settlement–Functions of stock exchange –Derivatives – Futures – forwards – Options – swaps.

UNIT II

Money market and Bond market – money market securities – Institutional use of money markets – valuation of money market securities – risk of money market securities – interaction among money market yields – globalization of money markets – background of money market – debt market – bonds – corporate bonds – municipal bonds –treasury and federal agency bonds – Introduction to forex.

UNIT III

Objectives of financial services – types of financial services – capital market services & money market services – intermediaries – banking financial corporations , non –banking financial corporation's & insurance corporations – financial services sector problems and reforms – Financial services past, present and future in India.

UNIT IV

Leasing and Hire purchase – Differences – types of Lease – benefits of lease – merits of hire purchase – Leasing and hire purchase industry in India – limitations of leasing and hire purchase –tax aspect of leasing and hire purchase –lease financing – valuing a lease – purchase or lease decisions – hire purchase financing – institutions – credit rating –process – institutions – merits.

UNIT V

Venture capital: growth of venture capital in India– financing pattern – legal aspects and guidelines for venture capital – leasing– types of leases – leasing vs borrowing – credit rating: CRISIL, ICRA & care – factoring, forfeiting– bill discounting – types of factoring arrangements – factoring in Indian context – Angel Investors – Private equity.

LEARNING RESOURCES

1. G.S.Batra – Financial Services & Market.
2. Financial Services M.Y.Khan–MC Graw Hill.
3. Meir Khan – Financial Institutions and Markets, Oxford Press.
4. Vasant Desai, Indian Financial Systems, Himalaya Publishers.
5. Meir Khan – Financial Institutions and Markets, Oxford Press.

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| MB18FM05 | MERGERS ACQUISITIONS AND CORPORATE RESTRUCTURING | L | T | P | C |
| | | 2 | 0 | 2 | 3 |

COURSE OBJECTIVES

- To enable a basic understanding of domestic and cross border mergers and acquisitions
- To explore the strategic angle of m and a in the background of both business and product life cycle
- To examine the rationale and methods of corporate restructure
- To grasp the process of mergers and acquisitions including a good understanding of the due diligence process
- To evaluate the various approaches to valuation and price negotiation in the merger and acquisition process

UNIT I– Mergers

Mergers in the nature of acquisitions and amalgamations. types of merger – motives behind mergers – theories of mergers – operating, financial and managerial synergy of mergers – value creation in horizontal, vertical and conglomerate mergers – internal and external change forces contributing to M & A activities

UNIT II– M&A

A strategic perspective– industry life cycle and product life cycle analysis in M&A decision, strategic approaches to M&A– SWOT analysis, BCG matrix, Porter's five forces model

UNIT III – Corporate Restructuring

Different methods of restructuring – joint ventures – sell off and spin off – divestitures – equity carve out – leveraged buy outs (LBO) – management buy outs – master limited partnerships – employee stock ownership plans (ESOP)

UNIT IV – Merger Process

Merger Process: Dynamics of M&A process– identification of targets– negotiation–closing the deal. Five–stage model – due diligence (detailed discussion).Process of merger integration – organizational and human aspects – managerial challenges of M & A

UNIT V – Valuation

Valuation – valuation approaches – discounted cash flow valuation – relative valuation – valuing operating and financial synergy – valuing corporate control – valuing of LBO Methods of financing mergers – cash offer, share exchange ratio – mergers as a capital budgeting decision.

LEARNING RESOURCES

1. Mergers, Acquisitions, and Corporate Restructurings, 6ed by Patrick A Gaughan reprint 2017
2. Mergers & Acquisitions and Corporate Valuation (DT–Management Textbooks) – 2015 by by Manu Sharma
3. Mergers, Acquisitions and Corporate Restructuring 1st Edition By
4. Chandrashekar Krishnamurti. SAGE Publications Pvt. Ltd; 1 edition (February 6, 2008)
5. Mergers, Acquisitions, and Other Restructuring Activities, Ninth Edition: An
6. Integrated Approach to Process, Tools, Cases, and Solutions 9th Edition by
7. Donald DePamphilis –2017

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| MB18FM06 | FINANCIAL DERIVATIVES | L | T | P | C |
| | | 2 | 0 | 2 | 3 |

COURSE OBJECTIVES

On completion of the course, the learner should be able to

- Explain the basic types of derivatives, their pay off functions and the economic roles they play in managing risks
- Describe the distinctive features of the existing financial derivatives
- Compare the pay-offs of the derivatives and optimize investment decisions in derivatives
- Demonstrate a sound knowledge of the structure and operations of derivative markets.

UNIT I

Introduction to derivatives – types – necessity for derivatives – valuation basics – discounting and compounding – Time value – continuous compounding – significance

UNIT II

Forward contract and Futures Contract – Forwards – futures – Pricing of Futures and Forwards – options pricing strategy – commodity derivatives – currency futures and Interest Rate futures – Index futures – pricing – valuation

UNIT III

Types of Options – Differentiate European & American options– Call option and put Option – option pricing models – Binomial Model – Black and Scholes – Volatility – Delta – Gama – Theta – Vega– Rho– Estimation and Valuation – Define Value At risk–

UNIT IV

Swaps – Equity – Currency – Interest Rate– Types – Structure – Pricing – Financial Derivatives in Indian Financial Markets

UNIT V

Risk Management Using Derivatives–Exotic Derivatives – Weather Derivatives – Credit Derivatives– Real Derivatives – Stages involved in the process of Financial Engineering – Scenario Analysis and Simulation – developments and trends in the area of derivatives trading

LEARNING RESOURCES

1. Hull, John C, Options, Options, futures and other derivatives, Prentice Hall of India, 10th edition, 2016
2. Ranganatham and Madhumathi, Derivatives and Risk Management, Pearson, 2017
3. Kevin, S, Commodity and Financial Derivatives, PHI, 2016.
4. Rajiv Srivastav, Derivatives and Risk Management, Oxford University Press, 2015

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| MB18FM07 | INTERNATIONAL FINANCE | L | T | P | C |
| | | 2 | 0 | 2 | 3 |

COURSE OBJECTIVES

- To introduce the environment of international finance and its implications on international business.
- To Apply the principles behind measuring and managing the firm's exchange risk exposure from an accounting, economic and operational standpoint.
- To integrate the global developments with the changing business environment in India.
- To Recognize the strategies for accessing international capital markets and evaluate the decisions on cost–benefit basis .

UNIT I

Overview of Global Business Environment – History of Monetary systems – Evolution and practices in Foreign Exchange Markets – International financial markets.

UNIT II

Parity theory and conditions – determination of Exchange rate – types of exchange rates – Steps and Procedures that have to be followed for calculating Bill rate and Exchange rates.

UNIT III

Exposure and Risk Management – hedging – speculation – arbitrage – internal and external techniques of hedging – derivatives – meaning – significance – types

UNIT IV

Regulatory Framework for International Finance – Short term and long term financial management in a global set-up – treasury functions.

UNIT V

International Project Appraisal – relevance of accounting and taxation in international business

LEARNING RESOURCES

1. Jeff Madhura, "International Financial Management", 10th edition, Cengage Learning, 2010.
2. Michael Moffett, Arthur Stonehill, David Eiteman,"Fundamentals of Multinational Finance", International Edition, 4th Edition, Pearson Publications, August 2011,
3. Cheol S. Eun And Bruce G. Resnick, "International Financial Management", Tata McGraw Hill, 2010.
4. Apte P.G, "International Financial Management", 6th edition, Tata McGraw Hill, 2011.

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| MB18FM08 | BEHAVIORAL FINANCE | L | T | P | C |
| | | 2 | 0 | 2 | 3 |

COURSE OBJECTIVE

This course is designed with the following objectives

- To introduce the student to the new field of behavioural finance and underline its importance as a driving force in the global markets.

- To expose the student to the conceptual framework of behavioural finance based on traditional and modern theories
- To familiarize the student with the psychological aspects and challenges underlying the issue of rational and irrational behaviour
- To introduce to the student the impact of news and timing from the corporate angle and highlight the ramifications of effective news communication.

UNIT I

Behavioural Finance: Nature, Scope, Objectives and Significance & Application. History of Behavioural Finance, Psychology: Concept, Nature, Importance, The psychology of financial markets, The psychology of investor behaviour, Behavioural Finance Market Strategies, Prospect Theory, Loss aversion theory under Prospect Theory & mental accounting—investors Disposition effect .

UNIT II

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

UNIT III

Ellsberg's paradoxes, Rationality from an economics and evolutionary prospective. Different ways to define rationality: dependence on time horizon, individual or group rationality. Herbert Simon and bounded rationality. Demand by average investors: Definition of average investor; Belief biases; Limited attention and categorization; Non–traditional preferences – prospect theory and loss aversion; Bubbles and systematic investor sentiment.

UNIT IV

External factors and investor behaviour: Fear & Greed in Financial Market, emotions and financial markets: geomagnetic storm, Statistical methodology for capturing the effects of external influence onto stock market returns

UNIT V

Behavioural corporate finance: Empirical data on dividend presence or absence, ex-dividend day behaviour. Timing of good and bad corporate news announcement. Systematic approach of using behavioural factors in corporate decision-making. Neurophysiology of risk-taking. Personality traits and risk attitudes in different domains.

LEARNING RESOURCES

1. Behavioral Finance Paperback – 1 Jul 2017 by Chandra published by McGraw–Hill Education.
2. Behavioral Finance Paperback – 2014 by Sulphrey M.M. Publisher: Prentice Hall India Learning Private Limited
3. More Than You Know – Finding Financial Wisdom in Unconventional Places (Updated and Expanded) (Columbia Business School Publishing) Paperback – 21 Jun 2 by Michael Mauboussin
4. Behavioral finance by Williams Forbes– 2011. Published by Wiley.
5. The Little Book of Behavioural Investing: How not to be your own worst enemy (Little Books, Big Profits (UK)) by James Montier – 2010

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| MB18FM09 | TAXATION | L | T | P | C |
| | | 2 | 0 | 2 | 3 |

COURSE OBJECTIVES

- 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

Introduction to Direct Taxes –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 to relating to companies– Tax deduction at source, tax collection at source, recovery and refund of tax– Advance tax.

UNIT III –Indirect Tax

Introduction to Indirect Taxes–Basic concepts of GST– valuation of goods– Meaning and Scope of Supply Under GST– Taxability –Taxes to be Subsumed and Taxes not to be Subsumed under GST

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–Indirect Taxes on financial and operational decisions.

UNIT V – Tax Planning And Management

Double taxation avoidance agreement and tax heavens–Tax planning and Management–Tax Planning with reference to Business Restructuring

LEARNING RESOURCES

1. “Direct taxation” by Dr. Vinod Sighania, Latest Edition Taxmann publication.
2. “Student reference on indirect taxes” by CA G. Sekar, first edition by Wolters Kluwer India Pvt Ltd.
3. “Revision guide for taxation” by CA G. Sekar, first edition by Wolters Kluwer India Pvt Ltd. ‘Tax Planning and Management” by Girish Ahuja, latest edition by Word–Press

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| MB18FM10 | VALUATION | L | T | P | C |
| | | 2 | 0 | 2 | 3 |

COURSE OBJECTIVES

- To familiarize the students with basic concepts and principles of valuation.
- To enable the students to grasp the essentials of valuation techniques.
- To educate the students on valuation of tangible and intangible assets.

UNIT I

Business valuation – need for valuations – basic concepts – principles and techniques of valuation.

UNIT II

Methods of valuation – Discounted cash flow valuation – relative valuation – contingent claim valuation.

UNIT III

Asset valuation– valuation of tangible and intangible assets – valuation of intellectual property rights.

UNIT IV

Business valuation in mergers and acquisitions – Net physical assets method – yield method – value Vs growth dilemma – Tata Corus acquisition case study.

UNIT V

Valuation as business strategies – valuation of human resources and branch – valuation of liabilities – valuation of seasonal and cyclical businesses.

LEARNING RESOURCE

1. The little Book of Valuation by Ashwath Damodaran – Wiley publications – edition 2012 –reprint 2017.

| MARKETING MANAGEMENT | | | | | |
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| MB18MM01 | Consumer Behaviour | 2 | 0 | 2 | 3 |
| MB18MM02 | B2B Marketing | 2 | 0 | 2 | 3 |
| MB18MM03 | Retail Management | 2 | 0 | 2 | 3 |
| MB18MM04 | Sales and Distribution Management | 2 | 0 | 2 | 3 |
| MB18MM05 | Marketing to base of Pyramid Consumers | 2 | 0 | 2 | 3 |
| MB18MM06 | Integrated Marketing Communications/Promotion Strategy | 2 | 0 | 2 | 3 |
| MB18MM07 | Digital and Social Media Marketing | 2 | 0 | 2 | 3 |
| MB18MM08 | Product and Brand Management | 2 | 0 | 2 | 3 |
| MB18MM09 | Services Marketing | 2 | 0 | 2 | 3 |
| MB18MM10 | International Marketing | 2 | 0 | 2 | 3 |

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| MB18MM01 | CONSUMER BEHAVIOUR | L | T | P | C |
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COURSE OBJECTIVES

- To develop the skills to map the consumer's mind set
- To expose to emerging issues in buying behavior

UNIT I

Market Opportunity Identification–Analysis & Evaluation–Introduction and Overview– factors influencing consumer behaviour– market segmentation

UNIT II

Perception–Learning–Motivation and values–Personality–Attitudes and Persuasion– self concept and life style.

UNIT III

Decision Making –Buying and Disposing–Groups and Consumer Behaviour– Organizational and Institutional Consumer Behaviour– Implications of modern marketing decisions.

UNIT IV

Culture and Consumer Behaviour–Consumer Behaviour in the networked era– global culture– cross cultural marketing strategy– changes in cultural values

UNIT V

Alternative views on Consumer Behaviour–Marketing Ethics and Consumer Behaviour– consumer protection and regulations of markets in India.

LEARNING RESOURCES

1. Hawkins 'Consumer Behaviour– Building Marketing Strategy', 11th Edition, Tata McGraw Hill Pvt. Ltd. 2011.
2. Michael Solomon 'Consumer Behaviour', 9th Edition, PHI Learning Private Ltd.
3. LeonG.Schiffmanand LeslieLasarKanuk,ConsumerBehaviour, 10 Edition, PearsonEducation, India,2012.
4. DavidL.LoudonandAlbertJDellaBitta, 'Consumer Behavior', McGraw Hill,NewDelhi 2010.

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| MB18MM02 | B2B MARKETING | L | T | P | C |
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COURSE OBJECTIVES

- To understand and identify the opportunities in the B2B Market
- To study and analyze the customer and their relationship in the B2B Market
- To assess the Market in the B2B segment
- To study the Strategic Market Planning for Products and Channels in B2B Market
- To study the Strategic Market Planning for Pricing, Communication and Branding

UNIT I– Market Opportunity Identification – Analysis and Evaluation – Introduction to B2B Marketing

Marketing Fundamentals in B2B Markets – Marketing Mix – Marketing Philosophy and culture – Further differences between business marketing and

consumer marketing – Derived demand and B2B supply chains – The Bullwhip effect – Volatility – Opportunities through relationships – Market structure – Integrated versus Networked supply, brand identity – Some international considerations – The Value chain – Direct versus support activities – Trends and changes in business marketing – Hyper competition – Formation of partner networks – Adoption of information technology and the internet – Supply chain management – Time Compression

UNIT II– Customer Analysis – Customer Relationship management strategies for Business Markets

The Organizational Buying Process – Forces shaping organizational buying behaviour – Delivering Customer Solutions – The Organizational Buying Process: major elements – Relationship Marketing – Types of Relationships – Value-Adding Exchanges – Nature of Relationships – Strategic Choices – Managing Buyer-Seller Relationships – Understanding the Customer's Business – The Key to Success – Measuring Customer Profitability – Activity-Based Costing – Unlocking Customer Profitability – The Profitable Few – Managing High – and Low-Cost-to-Serve Customers – Managing Unprofitable Customers – Finding Customers – Customer Relationship Management – Acquiring the Right Customers – Strategic Alliances – Accessing Complementary Skills – Benefits of Strategic Alliances – Determinants of Alliance Success – The Social Ingredients of Alliance Success

UNIT III– Assessing Market Opportunities – Environmental Changes Impacting Supply Chain Power

Segmenting the Business Market and Estimating Segment Demand – Business Market Segmentation Requirements and Benefits – Bases for Segmenting Business Markets – The Segmentation Process – Implementing a Segmentation strategy – Estimating Segment Demand – Methods of Forecasting Demand – Qualitative Techniques – Quantitative Techniques – CPFPR – Combining Several forecasting techniques – Classifying the Business-to-Business Market Environment – Publics – The Microenvironment – Usefulness of Classification – Value Networks and Supply Chains – Changes in market over time – The Product Life cycle – The Technology Adoption Life cycle.

UNIT IV– Strategic Market Planning – Managing Products for Business Markets – Managing Business Marketing Channels

Marketing's Strategic Role – The Hierarchy of Strategies – Strategy Formulation and the Hierarchy – The Components of a Business Model – Building the Strategy Plan – Product quality and Customer Value – Product Policy – Planning Industrial Product Strategy – The Technology Adoption Life Cycle – The Business Marketing Channel – Direct Channels – Indirect Channels – Integrated Multichannel Models – Participants in the Business Marketing Channel – Channel Design – Channel Administration – Defining E–Commerce – Key elements supporting E–Commerce – The strategic Role of E–Commerce

UNIT V– Pricing – Business Marketing Communication – B2B Branding

The meaning of Value in Business Markets – The Pricing Process in Business Markets – Pricing across the Product Life cycle – Responding to Price Attacks by Competitors – Competitive Bidding – The Role of Advertising – Managing Business–to–Business Advertising – Measuring Advertising effectiveness – Managing Trade Show strategy – Relationship Marketing Strategy – Managing the Sales Force – Sales Administration – Models for Business–to–Business Sales Force Management – Business–to–Business Branding – Holistic Branding – The Role of B2B Branding – Branding Dimensions – Brand Strategy – Measuring Equity and Value – Branding as a Standard – Defending the Brand – Building a strong Brand

LEARNING RESOURCES

1. Michael D.Hutt, Thomas W.Speh, “Business Marketing Management, B2B”, Tenth Edition, Cengage Learning
2. Robert Vitale, Joseph Giglierano and Waldemar Pfoertsch, “Business to Business Marketing – Analysis and Practice, Pearson Learning
3. K.Venkataraman, “B2B Marketing”, First edition, 2017, Notion Press
4. Sharma Dheeraj, Michael D.Hutt, Thomas W.Speh, “B2B Marketing: A South–Asian Perspective”, Eleventh edition, 2014, Cengage Learning

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|-----------------|--------------------------|----------|----------|----------|----------|
| MB18MM03 | RETAIL MANAGEMENT | L | T | P | C |
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COURSE OBJECTIVES

This module will enable students to:

- To familiarize students with retailing concepts, strategies, and problems
- To enhance student's capability to identify and analyze business environment and its opportunities and limitations, to set appropriate goals and to design the strategies to achieve those goals within the current situations
- To be able to write the retail business plan to set up the new retail business
- To improve students' capacity to identify current marketing activities engaged by retailing organization and use of technology in retailing

UNIT I

Understanding Shoppers: Introduction –Meaning and Definition – Characteristics – Evolution – Functions – Principles – Retail Sales Goals – Retailing in India – Retailing across the Globe – Global Retailing Trends – Reasons for Retail Growth – Emerging Trends

UNIT II

Delivering value through retail formats: Store Based Retail Formats – Retail Sale by Ownership – On the Basis of Merchandise Offered (Food Based Retailer and General Merchandise Retailers). Non–Store Based (Traditional) Retail Mix and Non– Traditional Selling – Traditional Retailing, Non – Traditional Retailing and Other Emerging Retail Formats.

UNIT III

Deciding Location: Store Location – Introduction – Importance – Target and Store Location – Selection of Loyalty – Site Analysis – Trading Area Analysis – Demand Density – Supply Density – Site Availability – Common Errors – Recent Trends in Store Location. Supply Chain Management – The Supply Chain – Evolution – Why SCM – Innovation in SCM – Hierarchy of Supply Chain Decisions – Warehousing – Major Drivers of Supply Chain – Components of Supply Chain.

UNIT IV

Retail Buying/Merchandise Buying Systems: Buying System for Staple and Fashion Merchandise – Merchandise Budget Plan – Evaluation of Merchandise Budget Plan – Open-To-Buy System – Allocation of Merchandise to Stores – Analyzing Merchandise Performance – Global Sourcing Decisions – Costs Associated with Global Sourcing – Managerial Issues – Ethical and Legal issues – Counterfeit Merchandise. Retail Marketing Segmentation: Concept, Significance and Philosophies of Market Segmentation – Identification of Target Market – Market Segmentation Process – Understanding Target Market – Market Demand Potential – market Supply Factors – Key Retail Segments.

UNIT V

E-retailing and Technology in Retailing– Retaining through Internet – Factors Affecting Internet Buying Decisions – Traditional Retailing Vs Cyber Retailing. In Store Technologies, Electronic retailing, Technology. Human Interface, Challenges etc.–: Objectives in HRM in Retailing – Functions – Job Analysis Process – Creating Organizational Structure – Forms of Organization – Setting Up a Retail Organization. Category Management: Definition – Why Category Management – Significance – Essentials/Prerequisite of Category Management – Category Management Process – Store layout and Design – Establishing a Pricing Strategy: Concept of Merchandise Pricing – Pricing Options – Setting the Retail Price – Price Objectives – Pricing Strategies – Types of Pricing – Price Adjustments and Discrimination.

LEARNING RESOURCES

1. Retail Management: A Global Perspective –Harjit SinghS. Chand Publishing, 2009
2. Chetan Bajaj, Rajnish Tuli, Nidhi V Srivastava, 'Retail Management', Oxford University Press, 2005
3. Retail Management: A Strategic Approach– 9th edition, Berman, B. and Evans, J. R. (2003).
4. Arif Sheikh, Kaneez Fatima 'Retail Management', 4th edition, Himalaya Publishing House

5. Barry Berman, Joel R.Evans 'Retail management, a strategic approach' 8th edition, Pearson Education Asia
6. Michael Levy, Barton A Weitz, Ajay Pandit – 'Retailing Management' 6th edition (Special Indian edition) –Tata Mc Grawhill Publishing Co. Ltd.
7. David Gilbert 'Retail Marketing Management' 2nd edition, Pearson Education
8. Swapna Pradhan – 'Retailing Management' 2nd edition, Tata Mc Grawhill Publishing Co. Ltd

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|-----------------|--|----------|----------|----------|
| MB18MM04 | SALES AND DISTRIBUTION MANAGEMENT | | | |
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COURSE OBJECTIVES

- To teach students with the dynamics of sales and its strategy for accomplishing individual and organizational goals.
- Highlighting the functions of distribution, service outputs to be delivered by marketing channel for mass coverage.
- Understanding the role and developments of new formats in relation to sales.

UNIT I

Introduction to SDM – Introduction to sales management and sales organization, Sales function & policies – Marketing Channels – Channel Design, Channel Migration & Emergent Channels

UNIT III

Power & Conflict in Channel Management – Wholesaling and Mass Distribution

UNIT III

Retailing and Modern Retail – Introduction to Sales & Personal Selling – nature, scope & objectives, Formulating Personal selling strategy – Strategic Sales Management

UNIT IV

Managing the sales force – Sales Analytics – Sales force Compensation and Evaluation – Organizing and directing the sales Force – Recurring and training sales personnel, designing & compensating sales Personnel, Motivating and Leading the sales force, evaluating sales force performance.

UNIT V

Social & Ethical concerns in SDM – Marketing channel Policies & legal issue

LEARNING RESOURCES

1. Tapan K. Panda, and Sunil Sahadev, Sales and Distribution Management, Oxford University Press, USA, 2005.
2. Still Richard R., Cundiff Edward W., Govoni Norman, A.P. Sales Management (5th ed.). New Delhi: Prentice hall of India.
3. Dr. Gupta S.L. (2013). Sales and Distribution Management (1st ed.). New Delhi: Excel Books
4. Berman Barry (2009). Retail management (11th ed.). New Delhi: Prentice Hall. 4. Dutta Bholanath (2011). Sales and Distribution Management. New Delhi: I K International Publishing House Pvt. Ltd.

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|----------|---|---|---|---|---|
| MB18MM05 | MARKETING TO BASE OF PYRAMID CONSUMERS | L | T | P | C |
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COURSE OBJECTIVES

- To learn and understand the concepts of Marketing
- To understand the consumers of the bottom of the pyramid
- To analyze the opportunities at the bottom of the pyramid
- To create value for the consumers at the bottom the pyramid

UNIT I

Nature of the BOP Market, Understanding Poverty, Money at the BOP, Access to BOP Market, Brand conscious in BOP, Technology at BOP

UNIT II

The Consumption in the Base of the Pyramid; Capacity to Consume, Need for New goods and services, Dignity and choice, Trust is the perquisite, marketing practices in BOP contexts: few challenges–The institutional context of BOP markets.

UNIT III

Conducting Marketing Research in BOP Markets– A Philosophy for developing products and services for the BOP, BOP Consumers and Producers–Twelve principles of innovation for BOP markets

UNIT IV

Producers and Entrepreneurs at the BOP: Informal Economy– Engaging the Bop, Local growth opportunities, Local Innovation and global opportunities, BOP solution for developed market, Lesson for MNCs from BOP market,

UNIT V

Alternative Market initiatives at BOP & Ethical issues: Market oriented eco system, Eco system for developing countries, Building governance capabilities among poor, are the poor poor? Exploitation in BOP products and service

LEARNING RESOURCES

1. The Fortune at the Bottom of the Pyramid – C.K. Prahalad, Wharton School Publishing
2. Marketing Research and the Bottom of the Pyramid: A Study Analysis – Dr. Chantell Beaty, Create Space Independent Publishing
3. Marketing to the Bottom of the Pyramid: text and cases, Ramendra Singh, Business Expert press

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| MB18MM06 | INTEGRATED MARKETING COMMUNICATIONS/PROMOTION STRATEGY | L | T | P | C |
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COURSE OBJECTIVES

- To understand the concepts of marketing communication
- To develop an effective marketing campaign
- To effectively use the tools and techniques of the marketing communication
- To manage and monitor the marketing campaign

UNIT I

Enhancing Brand Equity through IMC– Importance of IMC, Managing IMC, Barrier, Role of IMC in building brands,

UNIT II

Role of Advertisement, Types of Advertising, IMC Message Design: AIDA model – Considerations for creative idea visualization, IMC Planning Process, Promotions in Segmentation, Targeting and Positioning, The Communication Process and Consumer Behaviour– Endorsers and Message Appeals in Advertising

UNIT III

Traditional Vs Modern Media: Online and Mobile Advertising–Social Media for Advertising and Promotion, Social Media communication,

UNIT IV

Direct Marketing and Other Media–Advertising Media: Planning and Analysis–Measuring Ad Message Effectiveness–

UNIT V

Consumer Sales Promotion: Sampling and Couponing–Consumer Sales Promotions: Premiums and Other Promotions–Public Relations, Word-of-Mouth Influence and Sponsorships–Packaging, Point of Purchase Communications and Signage

LEARNING RESOURCES

1. Clow & Baack, “Integrated Advertising, Promotion and Marketing Communication”, 4th Edition, Pearson Education India. 2012.
2. Terence A. Shimp , “Integrated Marketing Communication in Advertising and Promotion”, 8th Edition, , Cengage Learning, 2010.
3. George E. Belch, Michael A Belch, & Keyoor Purani, “Advertising and Promotion– An Integrated Marketing Communications” Perspective', 7th Edition, Tata McGraw Hill Education Pvt. Ltd. 2010.
4. Dr. Niraj Kumar, “Integrated Marketing Communication”, Himalaya Publishing House, 2009.

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| MB18MM07 | DIGITAL AND SOCIAL MEDIA MARKETING | L | T | P | C |
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COURSE OBJECTIVES

- To explicate the technology catalysis in delivering value
- To understand online consumer behavior and concept of cyber branding
- To understand the technological importance of SEO

UNIT I

Evolution of digital marketing–The digital consumer & communities’ online– Digital marketing landscape– generation Y expectation and influence

UNIT II

Search Engine Marketing–PPC and Online Advertising–Social Media Marketing–Social Media Strategy– Site optimization– Key word advertising– internet marketing metrics

UNIT III

Customer engagement–Affiliate marketing & strategic partnerships–Email marketing–Content strategies– Consumer segmentation, targeting and positioning by online tools.

UNIT IV

CRM & CX in digital marketing–Digital marketing, data, and analytics–Social listening–Web analytics–Social media analytics– Electronic customer relationship– Key CRM applications– Next generation CRM.

UNIT V

Mobile Marketing–Integrating Digital and Social.–Media Strategies– Social media analytics– viral marketing – Inbound marketing.

LEARNING RESOURCES

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

- Hanlon Annmarie , Akins Joanna , Quickwin Digital Marketing: Answers to Your Top 100 Digital Marketing Questions Paperback PHI 2012.

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| MB18MM08 | PRODUCT AND BRAND MANAGEMENT | L | T | P | C |
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COURSE OBJECTIVE

- To understand the importance of Product management decision and policy decision
- To study and analyze the brand and consumer brand knowledge
- To understand the Branding decisions
- To understand the packaging and test marketing methodologies
- To study the Launch management and Brand equity

UNIT I– Product management decision – making & product policy decisions – New Product idea generation and screening

Why Product Management: Relationship between Competition, Marketing and Product Management – Marketing and Competitive Success – Strategic Options – What is a product? New Product – Market strategies – Product Classification – The Product Management process –Factors affecting product decisions – Product Decisions and other management function – Characteristics of successful Product development – Challenges of Product development – New product development process – Commercialization or launch – Models used in various phases of New product development

UNIT II– Brand awareness and consumer brand knowledge – Brand Identity, personality and Associations

Customer Based Brand Equity – Making a Brand strong: Brand Knowledge – Sources of Brand equity – Brand Awareness – Brand Image – Building a strong brand: The Four steps of Brand building – brand building blocks – Brand salience – Brand performance – Brand Imagery – Brand Judgments – Brand Feelings – Brand Resonance – Criteria for choosing brand elements – Options and Tactics for Brand elements – Brand identity – Brand Identity perspectives – Brand as Product – Brand as Organization – Brand as a Person – Brand Personality – Brand identity prism

UNIT III– Brand Architecture – Differentiation and Positioning Decisions – Concept testing – Tactical Branding Decisions

Strategic brand management process – Brand Architecture – Brand Hierarchy – Brand differentiation and positioning decisions – Concept testing of new product development – Branding Decisions – Brand sponsor decision – Brand Name decision – Brand strategy decision – Co-branding – Brand Repositioning decisions

UNIT IV– Product Use testing – Packaging Decisions – Test marketing and alternative methodologies

Product Use testing in new product development – Packaging – Benefits – Packaging at the point of purchase – Package Design – Packaging Changes – Objectives of test market – Test market limitations – Design consideration in Test Market – Alternative to test market: Other market testing methods – In home use tests – Laboratory simulation tests – Minitest market – Regional Rollout – Adaptive Experiments – Selection of a testing procedure

UNIT V– Pre–Launch and Launch management – Product Recalls – Brand Equity (build, leverage and measure)

Launching the product – The Launch cycle – Changes in the stages – Launch Mix – The Launch Techniques – Launch Timing – Coordination of marketing and production – Management of Launch, tracking and control – Tracking the Launch – Control system and tracking – Recall – Unaided recall – Aided recall – Future Brand Priorities – Building brand equity – Measuring brand equity – Managing Brand equity – Achieving Marketing Balance

LEARNING RESOURCES

1. A.K.Chitale, Ravi Gupta, “Product Policy and Brand Management, Text and Cases”, Second edition, PHI Learning Private Limited, 2013
2. Kevin Lane Keller, M.G.Parneswaran, Isaac Jacob, “Strategic Brand Management”, Third edition, 2011, Pearson
3. Marc. A. Annacchino, P.E. “New Product Development, From Initial idea to product management”, 2003, Elsevier
4. U.C.Mathur, Product and Brand Management, First Edition, 2007, Excel Books

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| MB18MM09 | SERVICES MARKETING | L | T | P | C |
| | | 2 | 0 | 2 | 3 |

COURSE OBJECTIVES

- To introduce and apply skills for the 7 Ps of services marketing and design the market plan
- To analyze the factors contributing to customer satisfaction in a service Organization
- To create a service process that would minimize time loss and provide quick service, thereby reducing the waiting time and enhance customer satisfaction

UNIT I

New perspectives on Marketing in the service economy, the traditional marketing MIX, The extended services marketing Mix for managing customer interface, consumer behaviour in the service context.

UNIT II

Market segmentation in services, planning and developing service product – core and supplementary elements, new service development.

UNIT III

Designing and managing service process, pricing and revenue management.

UNIT IV

Promoting services and educating customers, balancing demand and productive capacity.

UNIT V

Improving service quality and productivity – SERVQUAL and GAP analysis, managing people for service advantage.

Case Analysis

LEARNING RESOURCES

1. Christopher Lovelock, JochenWirtz and JayantaChaterjee, "Services Marketing", Pearson, New Delhi, 2014

2. Valaries A. Zeithl& Mary Jo Bitner, "Services Marketing", Tata McGraw Hill, New Delhi, 2014
3. Christopher Lovelock, "Services Marketing", Pearson, New Delhi, 2014
4. Christian Gronroos, "Services Management and Marketing", McMillan, New Delhi, 2014

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| MB18MM10 | INTERNATIONAL MARKETING | L | T | P | C |
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COURSE OBJECTIVES

To understand the principles & concepts in international Marketing to provide the knowledge of marketing management in the international

UNIT I – Introduction

International markets –Definition –Basic modes of entry – Nature of International Marketing – Benefits of International Marketing – International Marketing Task – World Trade – India’s Foreign Trade – Characteristics of MNCs – Global and Domestic marketing –International Product Life cycle – EPRG Framework –Institutional set up – Advisory bodies – Commodity organizations – Service Institutions – Government participation in Foreign Trade

UNIT II – International Marketing Environment

Business culture around the world – language, customs, attitudes – marketing strategy adjustments – product adaptations. Geographic Description of Market – Political risk – Political Environment – Import quotas – tariffs – customs restrictions – required licenses – registrations – permits. Development and scope of International law –INCOTERMS –WTO – GATT – Current economic conditions of the country or countries involved – credit worthiness of the international buyer/seller – Regional economic groupings its influences in market.

UNIT III – Policy Framework And Procedural Aspects

India’s Export –Import policy – Exim Policy – promotional measures – Export oriented Units –Deemed Exports –Export–Import Documentation – Kinds of Documents – Principal Export Documents – Auxiliary documents –

Documents in Import Trade – Export Documentation and procedures – Demand Estimation –GDP – Producer consumer target – Market segmentation.

UNIT IV – International Marketing Planning

International Market Selection – Factors influencing – Process – Strategies and approaches – Competition – International Marketing research – Global scene – International marketing research procedure –Techniques – survey – interview techniques – Analysis of field data –Research report –International Marketing Planning and Control – Framework – marketing control – Control sequence –

UNIT V – International Marketing Mix

Developing an International Product Line, Foreign Product Diversification, International Branding Decisions, International Packaging, International Warranties and Services. International Pricing Strategy –International Promotion Strategies– Promotion Mix – International Sales Negotiations – Patterns of Global Advertising, Global Advertising Regulations, Advertising Media, International Channels of Distribution–Retailing in International Scenario, International Physical Distribution –Technological Influences in international Marketing – Current trends in international Marketing.

LEARNING RESOURCES

1. Global Marketing, Third Edition, by Warren J. Keegan and Mark C. Green, Prentice Hall,
2. Philip .R. Cateora, John.L.Graham. Prasanth Salwan. International Marketing, Tata Mcgraw Hill, 13th edition, (2008)
3. Onkvisit, Sak., and John J.Shaw., International Marketing, Prentice Hall of India, New Delhi, 1997.
4. Ashok Korwar, Creating Markets across the Globe, Tata McGraw Hill, New Delhi, 1997
5. The Lexus and the Olive Tree: Understanding Globalization by Thomas L. Friedman

| OPERATION MANAGEMENT | | | | | |
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| MB18OM01 | Supply Chain and Logistics Management | 2 | 0 | 2 | 3 |
| MB18OM02 | Quality Toolkit for Managers | 2 | 0 | 2 | 3 |
| MB18OM03 | Pricing and Revenue Management | 2 | 0 | 2 | 3 |
| MB18OM04 | Operations Strategy | 2 | 0 | 2 | 3 |
| MB18OM05 | Sales and Operations Planning | 2 | 0 | 2 | 3 |
| MB18OM06 | Behavioral Operations Management | 2 | 0 | 2 | 3 |
| MB18OM07 | Operations Research Applications | 2 | 0 | 2 | 3 |
| MB18OM08 | Management of Manufacturing Systems | 2 | 0 | 2 | 3 |
| MB18OM09 | Sourcing Management | 2 | 0 | 2 | 3 |
| MB18OM10 | Supply Chain analytics | 2 | 0 | 2 | 3 |

| MB18OM01 | SUPPLY CHAIN AND LOGISTICS MANAGEMENT | L | T | P | C |
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COURSE OBJECTIVES

- To analyze the supply chain scenario in India and its enabling factors
- To make understand the students to get insights on supply chain process from sourcing to distribution
- To enhance the supply chain integration and sustainable supply chain strategic skills among the students
- To build the students to take care of any kinds of supply chain assignments in business organizations

UNIT I

Introduction – Nature and concepts – Enablers of SCM – Supply chain in India – Supply chain strategy – Customer service and cost trade-offs – Value chain perspectives – Demand forecasting – Role of forecasting in SCM – Forecasting methods

UNIT II

Sourcing decisions – Make Vs Buy decisions – Market Vs Hierarchy decisions – Vendor rating and selection– Procurement concepts, process and models –

Inventory management – Types of inventory – Inventory costs – ABC Analysis – ABC–VED Matrix – Materials Requirement Planning (MRP) – Distribution management – Distribution Requirement Planning

UNIT III

Warehousing – Concepts, types and functions – Warehouse design, operational mechanism and automated systems – Facility location and network design– Network operations planning – Network design problem, models and data – Location of warehousing and service systems – Risk management in SCM

UNIT IV

Supply chain Integration – Internal and External Integrations – Information technology solution for Supply chain integration Emerging technologies in Supply chain integration – Performance measurement – Dimensions, Tools and Models – Benchmarking and Enhancing supply chain performance

UNIT V

Packaging– Types of logistics packaging – Containerization – Transportation fundamentals and planning –Modes, cost, and selection decisions – Fleet Management – 3PL and 4PL logistics – Green logistics – Reverse logistics – Supply chain sustainability – Demand chain management – Green SCM

LEARNING RESOURCES

1. Agrawal, D.K., Text book of Logistics and Supply Chain Management, Macmillan Publications, 2003 Reprint 2009.
2. Janat Shah, Supply Chain Management, Pearson Publication, 2016
3. Martin Christopher, Logistics and Supply Chain Management, FT Publishing, 2016
4. Bowersox, Supply Chain Logistics Management, Tata McGraw Hill Publications, 2011

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| MB18OM02 | QUALITY TOOL KIT FOR MANAGERS | L | T | P | C |
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COURSE OBJECTIVES

After studying this course the learner will be able to understand the importance of quality management get an insight into the key principles, elements and tools of quality management and develop Quality as a Passion and a Habit.

UNIT I

Quality Concepts – Cost of Quality – Quality Philosophies – Quality Gurus

UNIT II

Quality Leadership and Strategic Planning – QM Kite Marks and Quality Awards

UNIT III

Quality Control Tools – Continuous Improvement Tools – Benchmarking – Business Process Re-Engineering

UNIT IV

Quality Function Deployment – Failure Mode and Effect Analysis – Total Productive Maintenance – Customer Driven Quality – Quality Management in services

UNIT V

ISO 9000 – Quality Management Systems – Six Sigma – Design for Six Sigma – Lean Management

LEARNING RESOURCES

1. Poornima M. Charantimath, Total Quality Management, Pearson Education, 2011.
2. James R Evans, Quality Management, Cengage Learning India private limited 2010.
3. Dale H Besterfield et al., Total Quality Management, Pearson Publication, Third edition, 2003

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| MB180M03 | PRICING AND REVENUE MANAGEMENT | L | T | P | C |
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COURSE OBJECTIVES

- To offer fundamental understandings of pricing and revenue management with respect to operations management
- To analyze the impact of different types of pricing and economy on revenue management
- To provide Network and Capacity Control ideas in Revenue Management
- To practice the students by apply pricing and revenue management in various fields

UNIT I – Introduction to Revenue Management [RM]

Meaning of RM, Conceptual frame work of RM, overview of RM System, Scope of RM in Air Lines, Railways, Hospitality Industries

UNIT II – Pricing and Revenue Management

Meaning of Price, Types of Pricing, Dynamic Pricing –Introduction and overview, Single Product Dynamic Pricing with and without Replenishment, Multi Product and Multi Source Pricing, Finite Population Models and Price Skimming, Promotions Optimization, Auction, Revenue Equivalence, Optimal Auction, Relationship to List Pricing

UNIT III – Economy of Revenue Management

Introduction, Perfect Competition, Perfectly Competitive Markets, Firm level decision under perfect competition, Pre–commitment and Demand Uncertainty, Peak–load pricing under perfect competition, Identifiable peak periods competition, Monopoly Pricing, Price and capacity competition in Oligopoly, Demand Forecasting .

UNIT IV – Network and Capacity Control in Revenue Management

Promise and Challenge of Network Control, Types of Controls, Theory of Optimal Network Control–Structure of Optimal Control, Bid Price Control, Non Optimality of Bid Price Control, Evidence in support of Bid Price, Bid Prices

and Opportunity Cost, Approximations based on network models–Deterministic Linear Programming, Non–linear programming and Randomized linear programming model, approximations based on decomposition, stochastic gradient methods and Asymptotic Analysis of Network Problems

UNIT V – Revenue Management in Practice

Study of Customers, Products, Pricing and Revenue Management Practice applied to Airlines, Hotels, Rental Car, Retailing, Media and Broadcasting, Natural Gas Storage and Transmission, Electricity Generation and Transmission, Tour Operators, Casinos, Cruises and Ferry Ships, Passenger Railways, Air Cargo, Freight, Theatres and Sporting Events and Manufacturing. Revenue Opportunity Assessment and Revenue Benefits Measurement

LEARNING RESOURCES

1. Kalyan T Talluri, Garrent J. Van Ryzin,” The Theory and Practice of Revenue Management”, Springer Publications, New York, 2004
2. Gabor Forgacs, “Revenue Management, Maximizing Revenue in Hospitality Operations”, Amer Hotel and Motel Association, 2010

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| MB18OM04 | OPERATIONS STRATEGY | L | T | P | C |
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COURSE OBJECTIVES

- To make understand the students about what is operations strategy and how its applied in the field of operations management
- To offer operations strategy in terms of business process, capacity, technology and facilities domains
- To analyze the operations strategy in terms of quality and cost perspective
- To build the students to use operations strategy in the filed of purchasing/sourcing and supply chain management

UNIT I

Operations strategy – Introduction, Innovation and operations discipline– Operations performance – Operations Strategy framework– Developing an

operations strategy – Value chain dynamics and operations decisions – Manufacturing Architecture and operations strategy

UNIT II

Systems and Processes– Vertical integration and outsourcing –Business processes –Process of operations strategy substitution for strategy – Process of operations strategy implementation – Service Strategy– Service development and organization strategy

UNIT III

Capacity Strategy and Management–How to make decisions on capacity and capacity expansion – Technology Strategy–Process technology decisions – Facilities strategy – facilities strategy and globalization

UNIT IV

Quality Strategy and Change / Action programs–Sources of quality – Measures of quality – Competing on cost versus availability, cost versus features and innovativeness –Competition in the housing industry: Improving cost, quality

UNIT V

Purchasing and Supply network strategy–Sourcing and supplier management – Logistics systems and the fulfillment of supply chain – Supplier power and overseas sourcing: Moving up the value chain in outsourcing – Environmental and Social sustainability strategy – Models for gaining advantage in a global environment; How to position within a value chain

LEARNING RESOURCES

1. Nigel Slack and Michael Lewis, Operations strategy, Second edition, Pearson publication, 2009
2. C. Donald J. Waters, Donald Waters, Operations Strategy, Thomson publications, 2006
3. Terry Hill, Operations Strategy: Design, Implementation and Delivery, Macmillan Education, 2018
4. Yeming Gong, Global Operations Strategy: Fundamentals and Practice, Springer publication, 2013

5. Norman Gaither and Greg Frazier, Operations Management, 9th Edition, Cengage publications, 2002 (Reprint 2013)

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| MB18OM05 | SALES AND OPERATIONS PLANNING | L | T | P | C |
| | | 2 | 0 | 2 | 3 |

COURSE OBJECTIVES

- To make the students to familiarize on operations planning and control activities in both manufacturing and service organizations
- To build the students to take decisions on operations planning and control activities through by estimating forecasting future requirements, capacity, aggregate requirements, and material requirements
- To provide exposure to the students to schedule the operations in different situations
- To inculcate the knowledge to the students about role of ERP in operations planning and control

UNIT I – Operations Planning

Introduction – Relationship between Sales and Operations Planning – Need for operation planning and control – Functions of operation planning and control – Different phases of operation planning and control – Comparison of operations planning and control activities in manufacturing and service organizations

UNIT II – Demand Forecasting

Objective of Forecasting in operations – Elements of a good forecast – Major Factors that Influence the Demand Forecast – Classification of Forecasting Methods (Qualitative Methods, Time series and Quantitative Models) – Forecasting Accuracy and its measures: Mean Absolute Deviation, Mean Square Error (MSE), Mean Forecast Error (MFE).

UNIT III – Capacity Planning

Capacity Planning Classification – Measuring Capacity, Determining Capacity Requirements – Forecasting v/s Capacity Planning – Aggregate Operations planning– Concept of aggregation – Factors Affecting Aggregate Planning,

Aggregate Planning Goals – Forecasts of Aggregate Demand – Aggregate Planning Techniques, Materials Requirement Planning (MRP) Elements and Methods

UNIT IV – Operations Scheduling: Master Production Scheduling (MPS) – Meaning and Concepts – MPS Model – Purpose of Scheduling – Scheduling Methods: Forward Scheduling, Backward Scheduling, Scheduling Activities: Routing, Loading, Dispatching – Scheduling by Type of Operations: Job Operations Repetitive Operations, Labor-Intensive Operations, Service Operations

UNIT V – Enterprise Resource Planning: Introduction, Evolution of ERP, need for ERP, ERP Implementation methodology, Benefits of an ERP System, Factors affecting ERP Implementation – Role of ERP in Operations planning and control – Operations planning Insights from the TOC school of thought

LEARNING RESOURCES

1. Ajay K Garg, Production and Operations Management, McGraw Hill Education (India) Pvt. Ltd., 2012, Reprint 2017.
2. William J Stevenson, Operations Management, Twelfth Edition, McGraw Hill Education (India) Pvt. Ltd., 2017, Reprint 2018.
3. R. Panneerselvam, Production & operations management, Prentice Hall India private limited, 2017.
4. Aswathappa, K., ShridharaBhat, K., Production and Operations Management, Himalaya Publishing House, 2014
5. Mahadevan B., Operations Management Theory and Practice, Pearson Publication, 3rd Edition, 2015
6. Norman Gaither and Greg Frazier, Operations Management, 9th Edition, Cengage publications, 2002 (Reprint 2013)

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| MB18OM06 | BEHAVIORAL OPERATIONS MANAGEMENT | L | T | P | C |
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COURSE OBJECTIVES

- To efficiently communicate the major concepts in functional areas such as behavioral operations, supply chain management, inventory control, and management
- To solve the organizational problems individually or through team work
- To apply knowledge of business concepts and functions in an integrated manner

UNIT I

The study of Behavioural Operations—A brief history and the contemporary knowledge base – the virtuous cycles of experimental learning – process and perception – managing and mismanaging process constraints and variability – The role of human behaviour in scheduling – process control, experimentation, and improvement in a catapult competition

UNIT II

Dynamic pricing in revenue management – envisioning motivation and performance in work design—how to game the system that’s designed to game you back – envisioning motivation and performance in work design – service design and its behavioral implications

UNIT III

Inter–temporal choices in project based organizations – impulsiveness and emotions – understanding risk sharing contracts from the supplier’s perspective– group behavior and insights into simulating real–world dynamics

UNIT IV

Supply Chain Negotiator: understanding the dynamics of supply chain management – A game of gains, losses, and equity – examining competitive supply chain dynamics – behavior assessment – joint repositioning in debasing pull–to–center effects – test on conflict management

UNIT V

Kicking the mean habit – A chain of hands – behavior and decision making revealed in business simulation games – behavioral operations in practice and future work

LEARNING RESOURCES

1. Elliot Bendoly, Wout Van Wezel, and Daniel G. Bachrach, The Handbook of Behavioral Operations Management, Oxford University Press, 2015.
2. Lee J. Krajewski, Manoj K. Malhotra, and Larry P. Ritzman, Operations Management: Processes and Supply Chains, 11th Edition, Pearson Publication, 2015.
3. R. Dan Reid, and Nada R. Sanders, Operations Management, Binder Ready Version: An integrated Approach, 6th Edition, Wiley Binder Version, 2015
4. Jones, Nigel Slack, and Robert Johnston, Pearson Publication, Operations Management, 8th Edition, Alistair Brandon, 2016.

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| MB18OM07 | OPERATIONS RESEARCH APPLICATIONS | L | T | P | C |
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COURSE OBJECTIVES

- To create exposure to the students to apply operations research tools in various environments
- To provide more insights on dynamic programming, integer programming, and Quadratic Programming applications
- To make use of operations research tools in the field of operations scheduling and supply chain distributions

UNIT I

General description of Operations Research –Review of Basic Operations Research tools – Dynamic programming: Dynamic programming models and applications – Graphical representation – Optimality principle.

UNIT II

Integer programming models: Gomory's Cutting plane Algorithm, Branch-and-bound algorithm for Integer Programming.

UNIT III

Scheduling System – Single machine, Flow shop and Job shop Scheduling methods – Resource constrained project Scheduling – Vehicle routing problems

UNIT IV

Bin Packing – Portfolio optimization – Quadratic Programming: Kuhn Tucker conditions, Beale's method and Wolfe's method.

UNIT V

Staff transfers Problem – Two stage supply chain distribution problem

LEARNING RESOURCES

1. KantiSwarup, P. K. Gupta and Manmohan: Operations Research, S. Chand & Co., 2014
2. HamadyTaha: Operations Research, Mac Millan Co., 2016
3. Fredericks, Hiller, Gerald J.LiebermanBodhibrata Nag Prectambasu, Operations research 9e, Mcgraw hill education, 9th edition, 2017.
4. J.K.Sharma, Operations research Theory and applications, 2012
5. Pradeeprabakarpai, Operations research – Principles and practice, oxford higher education, 2012
6. Gupta P.K.Hira D.S Problem in operations Research, S.Chand and co., 2003

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| MB18OM08 | MANAGEMENT OF MANUFACTURING SYSTEMS | L | T | P | C |
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COURSE OBJECTIVES

- To make the students to understand underlying concepts of general manufacturing systems
- To provide more insights on cellular manufacturing systems

- To expose the students in to Just-in-Time conceptual ideas and familiar about the same
- To provide knowledge on synchronizing and Flexible manufacturing systems

UNIT I

Manufacturing systems – Types and Process mapping –Manufacturing Process Planning – Definition, Scope and Elements – Functions of Manufacturing managers – Manufacturing concept planning – Requirements of good manufacturing and assembly lines –Layout planning and analysis

UNIT II

Cellular manufacturing systems (Group Technology) – Cellular manufacturing formation –Cell formation –Methods and production flow analysis

UNIT III

Layout design for cellular manufacturing – Operator allocation – Sequencing and Scheduling of Cellular manufacturing systems – Set-up time reduction to enhance cell performance and flexibility

UNIT IV

Just-in-time systems – Overview, Principles and Benefits – Seven Wastes – Elements of JIT – Design and Improvement aspects of JIT – Kanban systems –Definition and Principles – Types of Kanban Single card and Two card Kanban – Push and Pull Concepts of Kanban – Constant Work-in-Process (CONWIP) –Concept and comparison with Kanban system

UNIT V

Synchronous manufacturing (Theory of Constraints) – Definition, Operation planning and control based on theory of constraints – Measures of Performance – Constraints in manufacturing system – Drum-Buffer-Rope (DBR) Methodology – Flexible manufacturing systems (FMS) –Meaning, Components and types – Conceptual model of FMS – Applications of FMS

LEARNING RESOURCES

1. Shahrukh A. Irani, Handbook of Cellular Manufacturing Systems, John Wiley and Sons Inc., 1999
2. T.C. Cheng, S. Podolsky, Just-in-Time Manufacturing: An introduction, Second edition, Chapman and Hall Publications, 1996
3. Mahadevan B., Operations Management Theory and Practice, Pearson Publication, 3rd Edition, 2015
4. R. Panneerselvam, Production & operations management, Prentice Hall India private limited, 2017.
5. Aswathappa, K., ShridharaBhat, K., Production and Operations Management , Himalaya Publishing House, 2014

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| MB18OM09 | SOURCING MANAGEMENT | L | T | P | C |
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COURSE OBJECTIVES

- To provide knowledge on global sourcing principles and practices
- To inculcate the habit of Negotiation, Risk analysis, Market Research and Evaluation of suppliers before selecting them
- To expose various methods and analytical tools for Supplier Rating and Selection
- To offer insights on Electronic Sourcing and Sustainable Sourcing Strategies

UNIT I

Introduction to Global Sourcing – Objectives, Process and Trends in Global Sourcing – Supply Management – Strategic Sourcing Plan, Strategy and Model– Environmental and Opportunity Analysis – Global Operational Sourcing Strategy

UNIT II

Negotiation – Nature, Strategy and Planning– Performance Measurement and Evaluation (Concepts and Metal craft Case) – Risk Management in Sourcing (Concepts) – Nature and Principles of Risk Management

UNIT III

Supplier Research and Market Analysis– Vendor Rating – Objectives, Criteria and Methods of Vendor rating – Supplier Evaluation and Selection (Concepts) – Solicitation of Bids and Proposals – Planning and Methods

UNIT IV

Analytical Tools in Sourcing (Total Cost of Ownership (Wire Harness case) – Pricing Analyses (Plastic Shield case) – Analytical Tools in Sourcing (Foreign Exchange Currency Management, Learning Curve, Quantity Discount Models)

UNIT V

Integrative Pacific Systems Case (Supplier Scorecard, Sourcing Risk, Supplier Financial Analysis) – Electronic Sourcing – Sustainability and Sourcing (Green Sourcing; Walmart–China Case)

LEARNING RESOURCES

1. Fred Sollish, John Semanik, Strategic Global Sourcing Best Practices, John Wiley and Sons Inc., Publications, 2011
2. Olivier Bruel, Strategic Sourcing Management: Structural and Operational Decision–making, Koganpage Publications, 2017
3. SathitParniangtong, Supply Management: Strategic Sourcing, Springer Publications, 2016
4. Robert W. Turner, Supply Management and Procurement: From the Basics to Best–in–class, J.Ross Publishing, 2011

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| MB180M10 | SUPPLY CHAIN ANALYTICS | L | T | P | C |
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COURSE OBJECTIVES

- To provide fundamental knowledge on Supply Chain Management and its metrics
- To expose the students to various Integrated Supply Chain and Resource Planning Models
- To offer the knowledge on Quality Planning and Control aspects of Supply Chain Management

- To train the students on supply chain analytics for optimizing all the Process across Supply Chain and designing automated Dashboards

UNIT I – Introduction to Supply Chain Management– Overview on Supply Chain–Requirements of Manufacturing, Supply Chain Management, Purchasing in Supply Chain, E–Commerce, Types of Supply Chain, Supply Chain Metrics, Relationship between Supply Chain Metrics and Financial Metrics

UNIT II – Integrated Supply Chain Models–Location and Distribution Decisions in Supply Chain–Modeling with Binary Variables –Capital Budgeting, Fixed Charge, Set covering, Continuous Location Models–Single Facility, Gravity and Minimax methods, Production Planning Decisions–Graphical Approach, Linear Programming, Transportation Problem, Dynamic Programming, Production Control Decisions–Sequencing and Scheduling, JIT and Theory of Constraints. Numerical Examples

UNIT III – Resource Planning Models

Cycle Inventory Models–Continuous Demand Instantaneous Replenishment Model, Backordering, Inventory Model with Discount, Multiple Item Inventory Models, Production Consumption Model, Lot Sizing Time Varying Demands, Numerical Examples

UNIT IV – Quality Planning and Control

Overview on application of SQC, SPC, TQM and TPM for quality planning and control, application of experimental design and analysis. Numerical Examples

UNIT V – Analyses for Optimizing all the Process across Supply Chain and designing automated Dashboards

Application of OR Tools for resource optimization, Application of OR Tools for Distribution System Optimization, For the above KPIs for understanding the deviations from the Optimum along with root causes, and Designing Dashboards. Numerical Examples and Case Studies

LEARNING RESOURCES

1. A Ravi Ravindran, Donald P.Warshing, "Supply Chain Engineering, Models and Application", CRC Press, Taylor and Francis Group, New York,2013
2. G.Srinivasan, "Quantitate Models in Operations and Supply Chain Management", PHI Learning Pvt Limited, New Delhi, 2010
3. MuthuMathirajan, "Analytics in Operations/Supply Chain Management", I.K International Publishing House Private Ltd, New Delhi
4. Donald Bowersox, "Logistical Management, The Integrated Supply Chain Process", Tata McGraw Hill Education Private Limited, New Delhi, 2010
5. Benjamin S.Blanchard, "Logistics Engineering and Management", PHI Pvt Limited, New Delhi, 2005

| HUMAN RESOURCES MANAGEMENT / ORGANISATIONAL BEHAVIOUR | | | | | |
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| MB18HR01 | Manpower Planning, Recruitment, and Selection | 2 | 0 | 2 | 3 |
| MB18HR02 | Employee Relations | 2 | 0 | 2 | 3 |
| MB18HR03 | Human Resource Metrics and Analytics | 2 | 0 | 2 | 3 |
| MB18HR04 | Compensation and Benefits Management | 2 | 0 | 2 | 3 |
| MB18HR05 | Performance Management Systems | 2 | 0 | 2 | 3 |
| MB18HR06 | Team Dynamics at Work | 2 | 0 | 2 | 3 |
| MB18HR07 | Strategic HRM | 2 | 0 | 2 | 3 |
| MB18HR08 | International HRM | 2 | 0 | 2 | 3 |
| MB18HR09 | Cross Cultural Management | 2 | 0 | 2 | 3 |
| MB18HR10 | Understanding Self: India Perspective | 2 | 0 | 2 | 3 |
| MB18HR11 | Organizational Change and Development | 2 | 0 | 2 | 3 |
| MB18HR12 | Leadership | 2 | 0 | 2 | 3 |

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| MB18HR01 | MANPOWER PLANNING, RECRUITMENT AND SELECTION | L | T | P | C |
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COURSE OBJECTIVE

- To provide knowledge about management issues related to staffing, training, performance, compensation, human factors consideration and compliance with human resource requirements

UNIT I

Manpower Forecasting: Introduction, Forecasting, Necessity for forecasting, Steps in forecasting, Demand and supply forecasting, Demand Forecasting techniques, Forecasting accuracy, Benefits of forecasting –Manpower Planning, Recruitment, and Selection: Strategic staffing–HR planning process,–Job analysis and description.

UNIT II

Developing a Manpower Plan: Introduction, Developing a Manpower Plan, Qualitative Side of Manpower Planning, Behavioral Event Interviewing, Standard Interviews, Competency Mapping (Skill Inventory), Problems in Manpower Planning, Sample Manpower Plan Competency mapping – procedures and steps, methods of data collection for mapping, developing competency models from raw data.

UNIT III

Sourcing & Recruitment: Introduction, Sources of candidates, Recruitment, Outsourcing, Attracting candidates, E-Recruitment, Person specifications Online recruitment; employee referrals; recruitment process outsourcing, head hunting.

UNIT IV

Selection Tests: Introduction, Selection Process, Selection Methods, Psychological tests, Types of tests, Validity of tests, interpreting test results, Psychometric tests, online test, Importance of tests, Interviews, Final stages – Induction: Introduction, Benefits of an Induction program, designing an induction program, Documentation, Types of Induction, On-the-Job Training

UNIT V

Talent Engagement: Introduction, Definition – Talent Engagement & Fully Engaged Talent, Importance of Talent Engagement, Driving Factors of Talent Engagement, Engagement Levels, Talent Engagement Model, Process for Improving Talent Engagement. , Talent Engagement vs. Performance and Retention, Talent Engagement, Entrepreneurship, Intrapreneurship Employer branding related to Indian and international perspectives. Career Management: Introduction, Career management process, Career dynamics, Career management policies, Career planning process, Tips for successful career planning, Talent management, Succession planning

LEARNING RESOURCES

1. Manpower planning and the development of human resources by Thomas Henry Patten published by Wiley-Interscience, 1971

2. Dessler Human Resource Management, Pearson Education Limited, 14th Edition, 2015.

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| MB18HR02 | EMPLOYEE RELATIONS | L | T | P | C |
| | | 2 | 0 | 2 | 3 |

COURSE OBJECTIVES

- To develop and maintain harmonious relations between management and labour so essential for higher productivity of labour and industrial progress in the country.
- To establish and maintain industrial democracy based on the participation of labour in the management and gains of industry, so that the personality of every individual is fully recognized and developed.

UNIT I

Developing Employee Relations – The roles of the Manager and the Employee Relations Specialist – Developing Effective Communication – Encourage Effective Communications – Employee Recognition Programs

UNIT II

Discipline and Disciplinary Action – Characteristics of Employee Discipline – Objectives of Discipline – Types of Discipline and Disciplinary Action – Establishing a Disciplinary Action Procedure – Elements of a Good Disciplinary System – Code of Discipline

UNIT III

Employee Grievances –Characteristics – Techniques of Grievance Identification – Grievance Procedure – Statutory Provisions Concerning Redressal Procedure in India

UNIT IV

Industrial Disputes and Trade Union

Characteristics of Industrial Disputes – Industrial Disputes Act 1947, Causes, types and outcomes of disputes – Investigation and Settlement of Disputes – Collective Bargaining, Conciliation, Arbitration, Adjudication – Trade Unions – History of Trade Unions – Objectives, Types, Trade Union Act 1926,

UNIT V

Payment of Gratuity Act 192, ESI Act 1948 – International Labour Organization – Objectives , Procedure for admission as a member , Structure of the ILO

LEARNING RESOURCES

1. P.N.Singh, Neeraj kumar, Employee Relations Management, Pearson Education India, 2011
2. Michael Salamon, Industrial Relations, Prentice Hall, 2000
3. Sharon Pande, Swapnalekha Basak, Human Resource Management : Text and Cases , Vikas Publishing House

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| MB18HR03 | HUMAN RESOURCE METRICS AND ANALYTICS | L | T | P | C |
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COURSE OBJECTIVES

- Relate the importance of using data–based reasoning to support HR decisions.
- Formulate decisions about human resource initiatives using data–based reasoning and analysis.
- Identify the quantitative analyses suitable for the analysis of employee data.
- Interpret statistical output involving HR data.
- Develop recommendations for workforce planning (e.g., staffing needs) based on the results of a Analysis.

UNIT I

Human Resource Metrics and Analytics: Understanding HR indicators, metrics and data, Data collection– tracking, entry, assess IT requirements to meet HR needs, Relational databases and HR systems, The Role of Analytics in HR–A Brief History of the Evolution of Analytics – Importance of analytics in the HR Field – HR Analytics Defined –HR's Value Proposition

UNIT II

An Overview of HR Regulations and Reporting Requirements– HR Policies, Procedures, and Guidelines– Key Regulations and Reporting Requirements– Metrics, Benchmarks, and Other Indicators– Connecting Missions or Goals to HR Benchmarks and Metrics

UNIT III

Analytics Tools and Techniques for HR Professionals– Key Systems of Record for HR Data– Software Tools– Excel Quantitative Techniques– Excel Visualization– Excel Analytic techniques– Planning and implementing a new HRIS, Security and privacy considerations, Statistical analysis for HR (regression analysis, measures of central tendency) Graphs, tables, spreadsheets, data manipulation (using Excel), Benchmarking and best practices,

UNIT IV

Using the Analytics Process Model– The Analytics Process Model and Its Phases– Applying the Analytics Process Model

UNIT V

Effectively Presenting HR Data– Effectively Presenting HR Data– Staffing, Supply and demand forecasting, total compensation analyses, Cost justification–return on investment, communicating recommendations.

LEARNING RESOURCES

1. HR Analytics: Understanding Theories and Applications by Dipak Kumar Bhattacharyya
2. HR Analytics: The What, Why and How. by Tracey Smith 2013
3. Predictive Analytics for Human Resources (WILEY & SAS Business) Hardcover – 2014 by Jac Fitz-Enz (Author), John R. Mattox II (Author)

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| MB18HR04 | COMPENSATION AND BENEFITS MANAGEMENT | L | T | P | C |
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COURSE OBJECTIVES

- To comprehend and analyze the components of compensation,
- To focus on designing a package that pleases all the stakeholders of the organization.

UNIT I – Compensation management

An Introduction to Compensation Management, Theories of Compensation management, 3–P Concept in Compensation Management, Strategic Compensation Management, Strategic and Tactical Compensation Issues.

UNIT II – Job Design, Job Evaluation and Compensation structures

Job Analysis & Design, Job evaluation and methods, Understanding market pay and benchmarking, Base pay, Performance based pay, Competency based pay and Team based pay.

UNIT III – Benefits and Services

Employee benefits, Long–term and Short–term benefits, Administration of benefits and the influencing factors, Employee welfare and services,

UNIT IV – Legalization and Compensation

The legislative process – Payment of Wages Act 1936, Employees Insurance Act 1948, Workers Compensation Act 1923, Employees Provident Fund Act 1952

UNIT V – Executive and International Compensation

Executive compensation – concepts and elements, Quantitative tools, Expatriate Compensation and its Objectives, Elements of Expatriate’s Compensation Package, Laws relating compensation.

LEARNING RESOURCES

1. Compensation Management– by Dipak Kumar Bhattacharyya
2. Compensation Management in a Knowledge – based World 10th Edition (English, Paperback, Richard I. Henderson), PEARSON
3. Compensation Management 2nd Edition (English, Paperback, Dipak Kumar Bhattacharyya), Oxford

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| MB18HR05 | PERFORMANCE MANAGEMENT SYSTEMS | L | T | P | C |
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COURSE OBJECTIVES

- Design an organizations performance management process that is compliant with law and supports organizational mission and strategy.
- Compare and contrast various organizational performance management programs and best practices and define attributes of effective performance management systems.
- Employ job–related performance standards and performance indicators that reflect the employee’s range of responsibilities.

UNIT I

Overview of Performance Management Process– Performance management planning process and strategic planning– need for structure and documentation, manager’s & employee’s responsibility in performance planning mechanics and documentation and creation of PM document.

UNIT II

Performance Measurement– Alternative models for Assessing Performance– Balanced scorecard; Strategy maps– Creating performance measures– EFQM Model.

UNIT III

Outcome metrics – Economic Value Added (EVA); other economic measures. Building a High Performance culture –360–Degree Appraisal:Introduction, the Impact of 360–Degree Feedback on Organizations, Concept of 360–Degree Feedback System, Purpose, Methodology, Ratings, Advantages and Disadvantages of the Method, The Process of 360–Degree Feedback, Operating 360–Degree Appraisal

UNIT IV

Performance Management & Employee Development, Performance Management and Rewards Team Performance, Performance of Learning Organizations and Virtual Teams: Team Performance Management, Performance Management and Learning Organizations, Performance Management and Virtual Teams

UNIT V

Ethics in Performance Appraisal: Ethics – An Overview, Ethics in Organizations, Ethics in Performance Management, Realities of Ethics in Performance Management, Ensuring Ethics in Performance Management.

LEARNING RESOURCES

1. Performance Management: Toward Organizational Excellence Paperback – 29 Dec 2015 by T V Rao (Author)
2. Performance Management: Integrating Strategy Execution, Methodologies, .Book by Gary Cokins Performance Management 2/E Book by Robert Bacal

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| MB18HR06 | TEAM DYNAMICS AT WORK | L | T | P | C |
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COURSE OBJECTIVES

- Analyze and describe the core attributes of effective team design.
- Identify the factors of ethical and power based leadership of teams
- amalgamate the dynamic of global practical team work.

UNIT I

Definition of Team Dynamics– Team composition, formation and development– Impact of Team dynamics on Performance– Team Performance and Motivation.

UNIT II

Team Conflict and Leadership. Conflict in Teams: Leveraging differences to Create Opportunity– Leadership in the team setting; energizing team efforts, Empowerment– Team decision making: Pitfalls and Solutions.

UNIT III

Discovering the interpersonal orientation through FIRO–B, Experiential learning methodologies–T– group sensitivity training, encounter groups, appreciative enquiry, discovering facets of interpersonal trust through Johari window.

UNIT IV

Communication skills– Negotiation skills and strategies for team building– team morale.

UNIT V

Conflict resolution in teams, competitive vs collaborative behavior, developing collaboration.

LEARNING RESOURCES

1. Group Dynamics for Teams 3rd Edition by Daniel J. Levi (Author)
2. Team Roles at Work Paperback – 26 Jan 2010 by R Meredith Belbin (Author)
3. The Five Dysfunctions of a Team Hardcover – 9 Jan 2006 by Patrick Lencioni (Author)

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| MB18HR07 | STRATEGIC HRM | L | T | P | C |
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COURSE OBJECTIVES

- Distinguish the strategic approach to human resources from the traditional functional approach.
- Understand the relationship of HR strategy with overall corporate strategy.
- Understand the strategic role of specific HR systems.
- Appreciate SHRM in the context of changing forms of organization

UNIT I – Human Resource Development

Meaning – Strategic framework for HRM and HRD– Introduction to business and corporate strategies; Integrating HR strategies with business strategies, Analyzing HR Practices followed by different firms

UNIT II – E–HRM

e– Employee profile– e– selection and recruitment – Virtual learning and Orientation – e – training and development – e– Performance management and Compensation design Development and Implementation of HRIS –

Designing HR portals – Issues in employee privacy – Employee surveys online.

UNIT III

Human Resource System–HR as a Strategic Partner: The Measurement Challenge–Implementation of SHRM: Process based approach. Human Resource Environment– Technology, structure; Workforce diversity; Demographic changes, Temporary & contract labour– Career Concepts – Roles – Career stages – Career planning and Process– Competencies and Career Management

UNIT IV

Global environment, Recruitment & Retention strategies, training & development strategies: performance management strategies, reward & compensation strategies, retrenchment strategies and human aspects of strategy implementation.

UNIT V – Employee Coaching & Counseling

Need for Coaching – Role of HR in coaching – Coaching and Performance – Skills for Effective–Coaching – Coaching Effectiveness– Need for Counseling – Role of HR in Counseling –Components of Counseling Programs – Counseling Effectiveness

LEARNING RESOURCES

1. Randy L. Desimone, Jon M. Werner – David M. Mathis, Human Resource Development, Cengage Learning, 2007.
2. Paul Boselie. Strategic Human Resource Management. Tata McGraw Hill. 2011
3. Jeffrey A Mello, Strategic Human Resource Management, Cengage Learning, Southwestern 2007.
4. Robert L. Mathis and John H. Jackson, Human Resource Management, Cengage Learning,

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| MB18HR08 | INTERNATIONAL HRM | L | T | P | C |
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COURSE OBJECTIVES

Globalization, growing presence of multinationals with expatriate managers, cross border mergers and acquisitions and increasing diversity of workforce demands human resource to be more sensitive to cross-cultural issues and understanding of international approaches to dealing with people in organizations.

The course seeks to look at HRM in a broader, comparative and international perspective to deal with complex issues and manifold risks.

UNIT I – International HRM

Approaches, Challenges in global labour market–Linking HR to International expansion strategies, Socio-cultural context– Human Resources in a Comparative Perspective

UNIT II

Culture and employee management issues , responding to diversity, challenges of localization, global integration, differentiation, Mastering expatriation, Cultural Factors/Issues in Performance Management

UNIT III

Institutional & Structural Context–Managing alliances and joint ventures, HR challenges in cross border

Integrations–Legal issues in global workforce management, International Recruitment and Selection Staffing in International context, Developing International Staff and Multinational Teams –appraisal of expatriate, third and host country employees,

UNIT IV

Issues in international performance management, international training, international compensation–approaches, composition, Approaches to International Compensation– Repatriation – Managing Global, Diverse Workforce– International Labour Standards

UNIT V

Social security systems across countries, emerging issues, International Labour Relations, HRM practices in different countries– Industrial Relations in a Comparative Perspective– Global Unions, Regional Integration and Framework Agreements– Emerging Trends in Employee Relations and Employee Involvement– HR/IR issues in MNCs and Corporate Social Responsibility

LEARNING RESOURCES

1. International Human Resource Management by K. Aswathappa
2. International Human Resource Management–Peter J. Dowling– Cengage Learning India Private Limited
3. International Human Resource Management–Anne–Wil Harzing, Ashly Pinnington

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| MB18HR09 | CROSS CULTURAL MANAGEMENT | L | T | P | C |
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COURSE OBJECTIVES

- Introduce the key concepts and main theoretical frameworks of culture
- Introduce how cultural differences may impact the management of individuals, teams, and organizations.
- Introduce effective human resource management practice in multinational organizations.

UNIT I

Meaning of Culture– importance–people’s reactions to cultural differences– Measure or graph cultural differences– Models of Cross– Cultural Management –Culture dimensions– dimensions relating to people, – time and world– the impact of culture on business practices.

UNIT II

Leadership across cultures– challenging role of Global Manager/ Leader– Need for cross–cultural management– corporate culture– models of corporate cultures– role of corporate culture–

UNIT III

The challenge of managing multicultural/ cross-cultural workgroups and international teams, virtual and multi cultural teams– cross –cultural communications – Negotiation and conflict in cross-cultural management – Intercultural communication and multi-lingualism in organizations – Non-linguistic communication.

UNIT IV

Cross – cultural negotiation: The process and strategies – decision making within diverse cultures. Management of Cultural diversity– Global careers – Expatriation and repatriation– Global organizations – MNCs and off-shoring– Cross cultural training: effectiveness and myths

UNIT V

Ethical dilemmas and social responsibility facing firms in different cultures, Building cultural intelligence and cultural competence.

LEARNING RESOURCES

1. Cross-cultural Management: Essential Concepts, Sage, by David Thomas, 2008.
2. Understanding Cross – Cultural Management, Pearson Education, by Marie – Joëlle Browaeys and Roger Price, 2011.
3. International dimensions of organizational behavior. Cengage Learning, by Nancy J.Adler, and Allison Gundersen, 2007.

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| MB18HR10 | UNDERSTANDING SELF: INDIA PERSPECTIVE | L | T | P | C |
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COURES OBJECTIVES

After studying the information and doing the exercises in this chapter, you should be able to:

- Explain the meaning of understanding self –Indian perspective.
- Pinpoint how work and personal life influence each other
- Explain how the self–concept influences behavior
- Summarize the nature and consequences of self–esteem
- Describe how to enhance self–esteem

UNIT I

Understanding Self–Indian Perspective: Awareness of personal values, beliefs and vision that motivates behavior, awareness of reciprocal relationship between thoughts, behaviors and emotions, Personal SWOT, critical reasoning and analysis of living situations. Case study

UNIT II

Understanding self & others through lessons from Indian scriptures. Case study and application exercises.

UNIT III

Interpersonal Trust: Openness, confidentiality, blind spot and unknown part of personality. Case study

UNIT IV

Self–disclosure, seeking feedback, self–reflection and practicing new behaviors, Emotional intelligence, Stress and health relationship, Meditation and self–introspection. Case study

UNIT V

Self–Management Lessons from Ancient Indian Education System– Indian Ethos and Personality Development. Case study

LEARNING RESOURCES

1. Understanding the self edited by Richard Stevens sage publications 2004.
2. Self references and self awareness edited by Andrew brook and Richard c.devidi.p. 2001.
3. Understanding Self Worth: Building Confidence and Self–acceptance by Karen c. Eddington by inspire zeal publishing 2014.

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| MB18HR11 | ORGANIZATIONAL CHANGE AND DEVELOPMENT | L | T | P | C |
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COURSE OBJECTIVES

- To increase awareness of different tools that are used to diagnose organizations as well as interventions used through hands-on experience
- To enhance skills in facilitation, OD skills, group process, communication, and collaboration

UNIT I

Introduction to organizational change: Nature of change, forces of change, organizational routines and mental models, content of change, types and styles of change, building capability for change, providing leadership to change, types of change, cultural change, Dynamics of planned change, models and theories of planned change, triggers for change, strategies for implementing organizational change,

UNIT II

Organizational development– *An introduction*: Organizational Development – Meaning and Definition, History of OD, Relevance of Organizational Development for Managers, Characteristics of OD, Competencies Required for an OD Professional, Scope of the Role of an OD Professional

UNIT III

Designing Interventions :OD Interventions, Characteristics of OD Interventions, Conceptual Framework of OD, OCTAPACE model of climate survey– Managing OD Process, Classification of OD Interventions, team building Interventions, structural interventions, comprehensive OD interventions, Power and Politics in OD, Issues in Client Consultant Relationship, Interdisciplinary nature of OD.

UNIT IV

Technology and OD: Technology & OD: Basic Concept, Impact of Technology in Organizations, Benefits of Using Technology in OD, Guidelines for Integrating Technology in OD Interventions, Tools used in OD–Issues Faced

in OD: Introduction, Issues Related to Client Relationships, Power, Politics and Organizational Development.

UNIT V

Evaluating OD Interventions: Evaluation, Importance of Evaluating Interventions, Types of Evaluation, Methods of Evaluating Interventions.– Future of OD: Organizational Development and Globalization, Emerging Trends in OD

LEARNING RESOURCES

1. Organizational Theory, Design, and Change: Global Edition [Print Replica] Kindle Edition by Gareth R Jones
2. Organization development and change – Book by Edgar F Huse
3. Organization Development: The Process of Leading Organizational Change Book by Donald L. Anderson

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| MB18HR12 | LEADERSHIP | L | T | P | C |
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COURSE 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

Roles of a leader, Leadership theory paradigms, analysis of leadership theory; Leadership traits and ethics: Personality traits and leadership, Leadership attitudes, ethical leadership–Contextual Factors in Leadership and Management Development Historical Development of Leadership and Management Development The Nature of Leadership and Management

UNIT II

Leadership behavior and motivation, contingency leadership, Team Leadership, Organizational Leadership, Strategic leadership, Leadership for

Creating high performance culture, 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, Values, Culture Building, Liaison with Boss and Top Management, and External Customer Relations and Client Management.

UNIT IV

Leadership development through self-awareness and self-discipline, Development through education, experience and mentoring, Succession, Coaching – Mentoring – 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, Contemporary Issues in Leadership and Management Development –Developing Ethical Leaders and Managers,– Developing Leaders and Managers with a Global Competence –Evaluation of leadership development efforts, Indian cases on leadership.

LEARNING RESOURCES

1. Richard Hughes, Robert C. Ginnett, Gordon J Curphy, Leadership: enhancing the lessons of Experience, McGraw –Hill Publication, 6th Edition, 2011.
2. Jan Carmichael, et.al. Leadership and Management Development, Oxford Publications, 2011.
3. Uday Kumar Haldar, Leadership And Team Building, Oxford Publications, 2011

| STRATEGY | | | | | |
|----------|--|---|---|---|---|
| MB18SM01 | Strategic Management of Services | 2 | 0 | 2 | 3 |
| MB18SM02 | Competing in Global Markets | 2 | 0 | 2 | 3 |
| MB18SM03 | Dynamics of Framing and Executing Strategy | 2 | 0 | 2 | 3 |
| MB18SM04 | Entrepreneurship in Practice | 2 | 0 | 2 | 3 |
| MB18SM05 | Foundations of Strategy Consulting | 2 | 0 | 2 | 3 |
| MB18SM06 | Strategic Leadership | 2 | 0 | 2 | 3 |
| MB18SM07 | Designing and Configuring Business Models | 2 | 0 | 2 | 3 |
| MB18SM08 | Corporate Governance | 2 | 0 | 2 | 3 |

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| MB18SM01 | STRATEGIC MANAGEMENT OF SERVICES | L | T | P | C |
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COURSE OBJECTIVES

- To explore the basic knowledge on services economy and internationalization of services.
- To Understand and incorporate the pricing strategies in the competitive scenario.
- To conceptualize the importance of ServQual, service system design and service failures.
- To design strategies on capacity planning and supply chain Management.
- To gain knowledge on the various services firms and strategies related to services innovation.

UNIT I

Introduction to services Economy–Nature of services– Nature of services management– The service concept– servitization of manufacturing businesses– Servitisation– a growth path for manufacturing firms– Service internationalization–service vision and strategy

UNIT II

Pricing–Objectives–Types–Policies involved in setting price–pricing in different competitive situations–pricing strategies.

UNIT III

Service Quality–Dimensions–ServQual Model –Gaps in service quality–Service system design –positioning of services–Service failures

UNIT IV

Capacity Planning–Types of capacity planning–capacity requirement planning process–types of capacity planning strategies–Managing supply chain in services

UNIT V

Service sector specific issues in Healthcare, IT Services, rural services and NGOs–Service innovation–Growth strategies for service firms

LEARNING RESOURCES

1. Thomas L. Wheelen, J. David Hunger, Alan N. Hoffman, Charles E Bamford, Strategic management and business policy: Globalization, Innovation and Sustainability, Pearson Education, 14th edition, 2017.
2. Bart Van Looy, Paul Gemmel, Roland Van Dierdonck, Service Management: An Integrated Approach, 3rd Edition, 2013
3. Bettie M.J. Goud, Apart P.J. Goud, Strategic Service Management: A guide into 20 different models, theories and concepts, Routledge, 2016.
4. Lovelock, Chatterjee, Services Marketing: People, Technology and Strategy
Pearson publications, 7th edition, 2011.
5. Richard Normann, Service Management: Strategy and Leadership in Service Business, 3rd Edition, Wiley publications, 2001.

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| MB18SM02 | COMPETING IN GLOBAL MARKETS | L | T | P | C |
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COURSE OBJECTIVES

- To understand the process of globalization and global environment
- To analyze the impact of globalization on market opportunities
- To gain knowledge on global market potential assessment
- To design strategies on global entry and alliances
- To gain knowledge on design and compete global market strategy

UNIT I

Globalization of Markets and Production–competition in global markets–global and national environments–national competitive advantage–frame work for policy analysis–increasing profitability and profit growth through global expansion–realizing cost economies from global volume–International Business and Global value creation

UNIT II

The cultural and political environment of International business–realization location economies–leveraging the skills of global subsidiaries– Global strategy and organization

UNIT III

Global market opportunity assessment– changes in strategy over time– advantages and disadvantage of strategic alliances–making strategic alliance work–alliance structure–managing the alliance–practicing strategic management– Entering International markets

UNIT IV

The entry mode decision– exporting–licensing–franchising–joint ventures– wholly owned subsidiaries–choosing an entry strategy– Global sourcing

UNIT V

Costs of doing business abroad–cost pressures and pressures for local responsiveness–pressures for cost reductions–pressures for local responsiveness– choosing a global strategy – global standardization strategy

– localization strategy – transnational strategy – international strategy–
Functional issues in the global corporation

LEARNING RESOURCES

1. Robert Grosse, Emerging Markets Strategies for competing in global value chain, Kogan Page Limited, 2016
2. Charles W.L.Hill, Dr.G.Tomas M. Hult, International Business: Competing in the Global Marketplace, McGraw Hill Education, 2016.
3. Salah S Hassan., and Erdener Kaynak, Globalization of consumer markets–structures and strategies, Routledge, 2013.
4. Lloyd, P.J., and Kerrin, M. Vautier, Promoting Competition in Global Markets – A Multi–National Approach, Edward Elgar Publishing Limited, 1999.

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| MB18SM03 | DYNAMICS OF FRAMING AND EXECUTING STRATEGY | L | T | P | C |
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COURSE OBJECTIVES

- To understand the process of dynamic environment
- To analyze the impact of dynamic environment on review of mission and objectives
- To gain knowledge on emergent nature of strategy
- To understand the process of managing a strategic alliance portfolio
- To gain knowledge on reengineering and strategy implementation

UNIT I

Understand the inter dependent nature of strategy and functional areas– Situation analysis SWOT analysis– marketing strategy–financial strategy– R&D strategy–operation strategy–purchasing strategy–logistics strategy– HRM strategy–Information Technology Strategy

UNIT II

Understanding the parameters of operating in a dynamic environment– generating a Strategic Factor Analysis Summary (SFAS)–IFAS & EFAS– finding a propitious Niche–Review of mission and objectives–Generating

alternative strategies by using TOWS matrix–Business strategies–Porter's competitive strategies

UNIT III

Understand the emergent nature of strategy–cooperative strategy–corporate strategy–directional strategy–controversies in directional growth strategies–stability strategies–retrenchment strategies–Portfolio analysis–BCG Growth matrix–GE matrix

UNIT IV

Managing multi market contact and competitive pressure mapping–managing a strategic alliance portfolio–SPACE–strategic choice–developing policies–corporate parenting–Horizontal strategy and multipoint competition–

UNIT V

Creating and managing synergies through corporate strategy–developing programs, budgets and procedures–achieving synergy–structure follows strategy–stages of corporate development–organizational life cycle–advanced types of organizational structures–reengineering and strategy implementation–international issues strategy implementation–stages of international development–staffing–international issues–environmental sustainability issue–MBO–TQM–international considerations in leading.

LEARNING RESOURCES

1. Thomas L. Wheelen, J. David Hunger, Alan N. Hoffman, Charles E Bamford, Strategic management and business policy: Globalization, Innovation and Sustainability, Pearson Education, 14th edition, 2017.
2. CTI Reviews, Crafting and executing strategy, the quest for competitive advantage, Cram 101 Text book reviews, 2016.
3. Timothy C. Daughtry, Gary R. Casselman, Executing strategy: From boardroom to frontline, Capital books Inc., 2009.

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| MB18SM04 | ENTREPRENEURSHIP IN PRACTICE | L | T | P | C |
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COURSE OBJECTIVES

- To explore the basic knowledge on entrepreneurial practices
- To develop an efficient business plan
- To gain knowledge on the legal aspects of entrepreneurship
- To conceptualize the importance of getting support to getting started and in coping up failures & exists
- To master the Business plan pitch

UNIT I – Reflection on entrepreneurs and entrepreneurship

Fundamentals of entrepreneurship – evolving concepts of entrepreneurship – resource organization and value creation – entrepreneurial traits – entrepreneurship mindset – difference between inventors and entrepreneurs – big companies Vs start-ups – misconceptions and myths about entrepreneurship

UNIT II – Ideas and opportunities – business design and business plan

Creativity and entrepreneurship – characteristics of creative people – blocks to creativity – creativity at work – a must for survival – sources of new ideas – techniques for generating ideas – idea to opportunity – opportunity definition – opportunity recognition – opportunity process – sources of opportunity – Indian economy opportunities – steps involved in assessing business potential of an idea – steps involved in tapping opportunity

UNIT III– Legal Aspects of Entrepreneurship

Legal aspects of business – introduction – formation of a business entity – taxation matters for different forms of ventures – meaning of holding company – deemed public limited company – requirements for incorporation of a private / public limited company – board of directors – roles and responsibilities – procedure for setting up a business in India – legal acts governing businesses in India – winding up a registered company – need for and selection of a lawyer – entrepreneurship and intellectual property rights – patents – international patents – copyrights – trademarks – industrial design

UNIT IV– Getting Support to Getting Started – Failures and Exits

Entrepreneurship developments in emerging markets – types of start-ups – intrapreneurship – female entrepreneurship – small and medium business enterprises – international entrepreneurship – entrepreneurship development – role of educational institutions – mistakes start-ups make – managing start-ups during downturn – emerging trends in the global knowledge – revival, exit and end to a venture

UNIT V– Mastering the B–Plan Pitch

Entrepreneurial opportunities and business plan – meaning of business plan – business plan drivers – things to remember while preparing a lesson plan – business failures – perspectives to be considered in business plan preparation – who should prepare a plan? Basics of a business plan – what is most important in a plan? Pitching a business plan – reasons for failure of business plans

LEARNING RESOURCES

1. Suna Lowe Nielsen, Kim Klyver, Majbritt Rostgaard Evald and Torben Bager, "Entrepreneurship in Theory and Practice Paradoxes in Play", Second edition, Edward Elgar Publishing Limited, UK, 2017.
2. Arya Kumar, "Entrepreneurship: Creating and leading an Entrepreneurial Organization", Pearson Publication, 2012.
3. Alan L. Carsrud and Malin E. Brannback, "Entrepreneurship", Greenwood press, London, 2007.
4. Norris F. Krueger, "Entrepreneurship: Critical perspectives on Business and management", Volume 2, Roulledge, New York and London, 2002.

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| MB18SM05 | FOUNDATIONS OF STRATEGY CONSULTING | L | T | P | C |
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COURSE OBJECTIVES

- To understand the nuances in the global consulting market
- To analyze the strategic position of the organization
- To develop strategic financial and operation plan for the organization
- To simulate the consulting scenarios by use cases in the real time business.

UNIT I

A structured process for approaching strategic issues and structured thinking – Organizational Goals, purposes – Organizational structures – Mission & Vision Statements

UNIT II

Landscape Assessment– Porter`s model of competitive analysis – Steps of strategic Analysis – Market Homogeneity and strategic segmentation criteria – Strategic segmentation process – Generating and evaluating strategic options– profitability – size relationship and competitive systems matrix – Steps for diagnosing the company`s the company`s competitive positioning and choice of strategic options

UNIT III

Importance of a good financial plan – Types of financial plan – principles of a sound financial plan – process of financial planning – Factors affecting financial plan – Limitations of Financial plan.

UNITIV

Principles of engagement–engagement objectives–metrics of success–project resourcing–budget for engagement– timeline for engagement–manage risks and issues.

UNIT V

Professionalism in consulting – Marketing and selling of consulting – Competencies required for an effective consultant –

LEARNING RESOURCES

1. Philippe Chereau, Pierre–Xavier Meschi, Strategic Consulting: Tools and methods for successful strategy missions, Springer, 06–Nov–2017
2. Larry E. Greiner, Flemming Poulfelt, THOMAS OLSON, Management Consulting Today and Tomorrow: Perspectives and Advice from 27 Leading World Experts, Routledge, 02–Apr–2010
3. Sofat, Rajni, Hiro, Preeti, Strategic Financial Management, second edition, PHI learning pvt. Ltd., 28–oct–2015.

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| MB18SM06 | STRATEGIC LEADERSHIP | L | T | P | C |
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COURSE OBJECTIVES

- To understand the role of strategic managers at different levels in an organization
- To understand main pitfalls of planning and how those pitfalls can be avoided
- To gain knowledge on cognitive biases lead to strategic decisions
- To learn how to overcome strategic biases
- To understand the role of strategic leaders in strategic process

UNIT I– Building and Leveraging Advantage

Strategic leadership, competitive advantage and superior performance–
Competitive advantage and a company’s business model–industry difference
in performance–performance in nonprofit enterprises–strategic managers–
corporate level managers–business level managers–functional level
managers

UNIT II– Sensing and seizing Opportunities

strategy making process–a model of the strategic planning process–mission
statement–external analysis–internal analysis–SWOT analysis and business
model–strategy implementation–Strategy as an emergent process–strategy
making in an unpredictable world–strategy making by lower level managers–
executive leadership and strategic vision–transformational leaders

UNIT III– Defining and embedding ambition

Serendipity and strategy–intended and emergent strategies–scenario planning–decentralized planning–strategic decision making

UNIT IV– Behavioral Strategy

Cognitive biases and strategic decision making–techniques for improving decision making– Purpose of corporation

UNIT V– Strategic leadership in complex organizational contexts

Strategic leadership–vision, eloquence and consistency–articulation of the business model–commitment–being well informed–willingness to delegate and empower–the astute use of power–emotional intelligence

LEARNING RESOURCES

1. Victor C.X.Wang, Strategic Leadership, Information Age Publishing, 2018.
2. Charles W.L.Hill and Gareth R. Jones, Strategic Management–An integrated approach, Cengage Publishing, 2015
3. Steven J. Stowell and Stephanie S. Mead “The Art of Strategic Leadership: How leaders at all levels prepare”, John Wiley & Sons, 2017.
4. Thomas L. Wheelen and J. David Hunger, Concepts of strategic management and business policy, Pearson, 2010.

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| MB18SM07 | DESIGNING AND CONFIGURING BUSINESS MODELS | L | T | P | C |
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COURSE OBJECTIVES

- To ideate the proposed business plan using business model canvas
- To understand the significance of segmentation and value proposition
- To make informed choice of the distribution channels
- To optimize the cost model for maximizing revenue
- To understand the resource utilization for enhance efficiency.

UNIT I– Introduction to business models

The business model canvas (a shared language for describing, visualizing, assessing, and changing business models) – definition of a business model – the 9 building blocks – the business model canvas template.

UNIT II– Designing / understanding customer segmentation and value proposition

Types of customer segmentation – mass market – niche market – segmented – diversified – multi–sided platforms (or multi–sided markets). value propositions – newness – performance – customization – “getting the job done” – design – brand/status – price – cost reduction – risk reduction – accessibility – convenience/usability.

UNIT III– Choosing channels and customer relationships to serve the customer

Channel types – sales force – web sales – own stores – partner stores – wholesaler. Channel phases – awareness – evaluation – purchase – delivery – after sales. Customer relationships – personal assistance – dedicated personal assistance – self–service – automated services – communities – co–creation.

UNIT IV– Key partners and key activities for the business model

Key partnership – optimization and economy of sale – reduction of risk and uncertainty – acquisition of particular resources and activities. key activities – production – problem solving – platform/network. choosing revenue streams and cost structures – asset sale – usage fee – subscription fees – leading/renting/leasing – licensing – brokerage fees – advertising.

UNIT V– Key resources and key activities to complete the business model

Categories of key resources – physical – intellectual – human – financial. key activities – production – problem solving – platform/network–social business models.

LEARNING RESOURCES

1. Tim Clark and Bruce Hazen. Business Models for Teams. Penguin Publishing Group, 2017.
2. Osterwalder, Alexander, and Yves Pigneur. Business Model Generation: A Handbook For Visionaries, Game Changers, And Challengers. Wiley, 2010.
3. Alexander Osterwalder, Yves Pigneur, Gregory Bernarda, Alan Smith, Trish Papadakos, Value Proposition Design: How to Create Products and Services Customers Want. Wiley, 2010.

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| MB18SM08 | CORPORATE GOVERNANCE | L | T | P | C |
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COURSE OBJECTIVES

- To understand the fundamentals of corporate governance.
- To understand the role and responsibilities of the board of directors
- To explore the trends in corporate governance.
- To appreciate the role of executive leadership in corporate governance

UNIT I– Introduction of corporate governance

The role and purpose of the corporation – theoretical aspects of corporate governance–agency theory and separation of ownership and control

UNIT II– Shareholders and shareholder activism

Ownership structure and firm performance–market for corporate control–proxy fights and takeover bids–hedge fund activism–the role of institutional investors

UNIT III– Boards of directors

Director and board structure–who are they? Role, fiduciary duties and responsibilities–independent director – Sarbanes–Oxley compliance

UNIT IV– Management

Management ownership and firm performance – Theory of financial contracting–executive compensation–stock options. Controlling shareholders

–opportunism by the controlling shareholder–dual–class stock, corporate pyramids, or cross–holdings –family–owned firms and governance

UNIT V– International corporate governance

Cross–Country comparison –cross–country difference vs. firm–level difference – cross border investment by foreign investors –investor protection and home bias–country case study: china. governance, political economy, and banking –political economy models of corporate governance arrangements–governance, compensation and bank risk–taking.

LEARNING RESOURCES

1. G.N. Bajpai, The Essentials of Corporate Governance, Sage Publications 2016
2. Jayanti Sarkar, Subrata Sarkar, Corporate Governance in India, Sage Publications 2012
3. Bob Tricker, Corporate Governance– Principles, Policies, and Practices, Oxford University Press, 2015

| MANAGEMENT INFORMATION SYSTEM | | | | | |
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| MB18MI01 | Data Mining for Business Decisions | 1 | 0 | 4 | 3 |
| MB18MI02 | Managing Software Projects | 2 | 0 | 2 | 3 |
| MB18MI03 | Managing Digital Innovation and Transformation | 2 | 0 | 2 | 3 |
| MB18MI04 | IT Consulting | 2 | 0 | 2 | 3 |
| MB18MI05 | E–Commerce and Digital Markets | 2 | 0 | 2 | 3 |
| MB18MI06 | Strategic Management of IT | 2 | 0 | 2 | 3 |
| MB18MI07 | Managing Digital Platforms | 2 | 0 | 2 | 3 |

| MB18MI01 | DATA MINING FOR BUSINESS DECISIONS | L | T | P | C |
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COURSE OBJECTIVES

- Become acquainted with the theoretical and practical elements of Data Mining and their applications.
- Acquire experience in analyzing a business problem using appropriate model
- Develop the skills to use the model for a predictive analytical solution

UNIT I

Introduction to Data Mining – Deriving Value from Data Mining – Applications – Basic concepts

UNIT II

Exploratory Analytics using R/Rattle – Basic metrics– Principal Component Analysis– Correlational analysis–Visualizing Data– Applications

UNIT III

Predictive Modeling using R/Rattle– Decision Trees– ANN – Clustering– Regression– Logistic Regression– Applications

UNIT IV

Market Basket Analysis – Association rule mining – Naïve Bayes Analysis – Applications

UNIT V

Text Mining – Web Mining – Best Practices in Data Analysis and BI

LEARNING RESOURCES

1. Anil Maheshwari ,Data Analytics. McGraw Hill, 2017.
2. Eric Siegel, Thomas H. Davenport, “Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die”, Wiley, 2013
3. Anasse Bari, Mohamed Chaouchi and Tommy Jung ,Predictive Analytics, Willey,2015
4. Alberto Cordoba, “Understanding the Predictive Analytics Lifecycle”, Wiley, 2014.
5. Dean Abbott, Applied Predictive Analytics, Willey, 2014.

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| MB18MI02 | MANAGING SOFTWARE PROJECTS | L | T | P | C |
| | | 2 | 0 | 2 | 3 |

COURSE OBJECTIVES

- To understand software Project Management and to know the different software development models.
- To understand Software Project Evaluation and know how to manage Programmes.
- To know how to select projects and to carry out software effort estimation.
- To know the Risk Management Process and how to allocate resources for Software Projects.
- To know how to monitor and control Software Projects.

UNIT I– Introduction to Software Project Management

Introduction– Software Project –vs–other Projects, Activities covered by Software Project Management– Plans, Methods and methodologies, Some

ways of categorizing software projects, stakeholders– Project success and failure – Management Control

UNIT II– Project Evaluation and Programme Management

Project Portfolio Management, Evaluation of Individual projects, CBA techniques, Risk Evaluation, Programme Management, Managing the allocation of resources within programmes, Strategic Programme Management, Aids to programme management, Stepwise Project Planning

UNIT III– Selection of an appropriate project approach and Software Effort estimation

Build or buy– Choosing methodologies and technologies, Choice of process models, structure –vs– speed of delivery, Waterfall model, Spiral model, software prototyping, Selecting the most appropriate process model, Basis for Software Estimating, Software effort estimation techniques

UNIT IV– Risk Management and Resource Allocation

Categories of Risk, Risk Identification, Risk Assessment, Risk Planning, Risk Management, Evaluating the risks to the schedule– Nature of resources, Identifying resource requirements, Scheduling the resources, Cost Schedules

UNIT V– Monitoring and control and managing contracts

Creating the framework, Collecting the data, Visualizing progress, Cost monitoring, Earned Value Analysis, Prioritizing monitoring, Getting the project back to target, Change control, Types of contracts, Stages in Contract placement, Typical terms of a contract, Contract management.

LEARNING RESOURCES

1. Bob Hughes, Mike Cotterell and Rajib Mall – Software Project Management – TMH– 2017
2. Joel Henry, Software Project Management, Pearson, 2011
3. Kathy Schwalbe, Project Management in IT, Cengage, 2011
4. Sanjay Mohapatra – Software Project Management – Cengage – 2011.

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| MB18MI03 | MANAGING DIGITAL INNOVATION AND TRANSFORMATION | L | T | P | C |
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COURSE OBJECTIVES

- To understand digital transformations and information in the globalization world
- To explore social media transformation in the business world
- To develop on building digital capabilities
- To understand the challenges on using digital platform for business
- To learn digital transformations in the space of cloud computing

UNIT I

Introduction to Digital Transformations: The five domains of digital transformations – customer, competition, data, innovation, and value, Harness customer networks, turn data into assets, adapt value proposition

UNIT II

Classification of Digital Transformations: Business Model, product development, data, processes, knowledge, self-service, and organizational culture

UNIT III

Social Media Transformation: understand requirements, document goals, objective and social media tactics, establish potential future state operating model, gap analysis and recommendations.

UNIT IV

Building digital capabilities: challenges ongoing digital, handling employee during digital transformations, developing companywide strategy, and

UNIT V

Digital transformations in the space of cloud computing: prepare and drive digital transformations

LEARNING RESOURCES

1. Herbert, Lindsay; Digital Transformation: Build your organization's Future for the Innovation Age, Bloomsbury Publication, 2017
2. Venkatraman, V; The Digital Matrix: New rules for business transformation through technology; Lifetree Media Ltd, 2017
3. Velte, A. T; Velte, T. J; and Elsenpeter, R; Cloud Computing: A Practical Approach, Mcgraw Hill Education (India) Private Limited, 2017 (23rd reprint)
4. Rogers, David, The Digital Transformation Playbook – Rethink your Business for the Digital Age (Columbia Business School Publishing), 2016.
5. Westerman, G; Bonnet, D; and McAfee, A; Leading Digital: Turning Technology into Business Transformation; Harvard Business Review Press, 2014.
6. Srinivasan. J, and Suresh. J, Cloud Computing: A Practical Approach for learning and implementation, Pearson Publication, 2014.

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| MB18MI04 | IT CONSULTING | L | T | P | C |
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COURSE OBJECTIVE

Students will be exposed to the process of developing IT solutions according to their client's requirement. They will be acquainted with Consulting life cycle, Request for proposals and ethics in Consulting. The students will also learn about Agile estimating and planning.

UNIT I

The profession of IT consulting,– The IT Consulting skill set, The IT Consulting Framework– The contents of RFI,RFQ,RFT, documents,

UNITII

The RFP document, Sample RFPs, Problem solving features of RFP– IT professional service Agreements, Cloud services agreement,

UNIT III

1990's Explosion of IT Consulting, IT consulting's implosion in 2000. Forces that shape IT Consulting–Perspectives of IT Organization and CIO, Externalities impacting IT Consulting, IT Consulting in the Future.

UNIT IV

Consulting Life cycle pre–sales, The phases of consulting process, Sales research delivery.

UNIT V

Ethics in Practice, –Ethics within the consulting life cycle–The ethical dimension–Ethical decision making– Preventive Ethics.

LEARNING RESOURCES

1. David Yardley, Practical Consultancy Ethics –Professional Excellence IT and Management consultants Kogan Page, 2017.
2. Zack Burke, Jay El Kaake , The Software Engineer's Guide to Freelance consulting , Amazon , 2016.
3. Andrew Hill , The complete guide to IT service level agreements , Elsevier advances Technology, 1991.

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| MB18MI05 | E-COMMERCE AND DIGITAL MARKETS | L | T | P | C |
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COURSE OBJECTIVES

- Students will learn about foundations of E-Commerce.
- Students will be able to E-Business plan and address E-Commerce related issues.
- Students will gain insights on Business incubators.
- Students will learn about the E-marketing strategies and digital payment systems.
- Students learn about E-marketing tools and E-Business entrepreneurship.

UNIT I – E-Commerce

Understanding E-Commerce –E-Business models – E- Business and the global economy –Creating E-Business plan – Social and Behavioral issues – Ethical and regulatory issues

UNIT II– Technology and Growth of economics foundations of E-Commerce

Technology and growth of E-Commerce – Economic foundations of E-Commerce– The strategy of e-business – Economics of e-business– E-Business Technologies

UNIT III– E-business Channel functions

Business models on the Internet – Intermediation and dis-intermediation in e-commerce – Business Incubators – Distribution channel length function

UNIT IV– Digital Payment Systems

Introduction to digital marketing – E-Marketing strategies – E-CRM – Electronic payment methods – Types of payment gateway – Digital Currencies – Digital signature

UNIT V– E-Business Entrepreneurship

Designing Electronic market – strategic E-Marketing – E –Marketing Tool – E-Business Entrepreneurship

LEARNING RESOURCES

1. Kenneth C.Laudon Carol GuercioTraver “E-Commerce” , 14th edition, 2018, Pearson.
2. Russ, Henneberry “Digital Marketing for Dummies” Willey January 2017
3. S.J.P.T.JOSEPH “E-Commerce: An Indian Perspective” PHI , Edition, 2016
4. Gary P.Schneider “Electronic Commerce” Course Technology Inc 12th edition 2017
5. Vandana Ahuja “Digital marketing” OXFORD HIGHER Education, 3th edition 2017
6. Shivani Arora “E-Commerce” 2017 edition.

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| MB18MI06 | STRATEGIC MANAGEMENT OF IT | L | T | P | C |
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COURSE OBJECTIVES

- To understand the approaches of strategic IT applications
- To analyze the value chain for service industries
- To examine the organizational movements around the Strategic Grid
- Articulate the importance of drivers behind the transformation and implications
- To develop action plans with clear goals through technology, evaluate the progress and facilitate the plan

UNIT I– Strategy Formulation:

Levels and formulation of strategy – Process– Types of Strategy–Top–down approaches to Planning for Strategic IT Applications

UNIT II–Value Chain Analysis

The Value Chain Analysis Approach to IS/IT Strategy Formulation – Value Chain Analysis for Service Industries

UNIT III– IT Strategy:

Special Considerations for IT Strategy – IT Strategic Planning – IT Critical Success Factors – IT Future Scenarios

UNIT IV– Strategy Information:

Strategic information systems (SIS)– Organizational movements around the Strategic Grid – inter organizational systems (IOS), Information Systems and Information Technology Strategies

UNIT V– Transformation Drivers:

Drivers behind the transformation– Implications of the drivers – Visioning of the strategic role of IT in the organization

LEARNING RESOURCES

1. CA. Deepak Pandian & CA. Aneesh Noor Mohammed , Strategic Management & Information Technology Paperback, Kothari Academic & Research Publications ,2016.
2. Neil Ritson , Strategic Management, Ventus Publishing ApS, 2011.
3. Thomas L. Wheelen, J. David Hunger, Alan N. Hoffman, Bentley University, Charles E. Bamford, Iowa State University , Concepts in Strategic Management and Business Policy: Globalization, Innovation and Sustainability plus Pearson MyLab Management with Pearson eText, Global Edition, ©2019 Availability: 01 Mar 2018 •
4. Business Strategy: Managing Uncertainty, Opportunity, and Enterprise
Publishers, 1st Edition, by J.–C. Spender, Oxford University Press, 2014
5. Linda Parker Gates, Strategic Planning with Critical Success Factors and Future Scenarios: An Integrated Strategic Planning Framework, Software Engineering Institute, November 2010

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| MB18MI07 | MANAGING DIGITAL PLATFORMS | L | T | P | C |
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COURSE OBJECTIVES

- To understand the Fundamentals of Digital Platforms
- To assess the competition in the digital environment
- To analyze the choice of marketing strategy in the Digital Platform.

UNIT I

Digital Platforms – Introduction – Types – Enterprise Digital Ecosystems – Challenges in modern digital enterprises –

UNIT II

Platform Economics – Platform Architecture – Governance – Media Optimization – Channel optimization – Audience platform Utilization

UNIT III

Platform competition – Platform Technologies and political culture – Intellectual properties in Digital Economy – Pricing Policies

UNIT IV

Challenges to the global digital divide – Future of Digital Platforms – Participation – Social Media Strategies.

UNIT V

Digital Media and the Roots of Marketing Strategy – Cross media Marketing Strategy – Marketing self Branding Strategies – Digital business Innovation – Decision Rights and Control

LEARNING RESOURCES

1. Shailesh Kumar Shivakumar, Enterprise Content and Search Management for Building Digital Platforms, John Wiley & Sons, 16–Dec–2016
2. Craig Dempster, John Lee, The Rise of the Platform Marketer: Performance Marketing with Google, Facebook, and Twitter, Plus the Latest High–Growth Digital Advertising Platforms, John Wiley & Sons, 2015.
3. Yu–li Liu, Robert G. Picard, Policy and Marketing Strategies for Digital Media, Routledge, 2014.
4. Dal Yong Jin, Digital Platforms, Imperialism and Political Culture, Routledge, 2015
5. Don Passey, Steve Higgins, Learning Platforms and Learning Outcomes, Routledge, 08–Apr–2016.

| BUSINESS ANALYTICS | | | | | |
|---------------------------|---------------------------------|---|---|---|---|
| MB18BA01 | Data Visualization for Managers | 1 | 0 | 4 | 3 |
| MB18BA02 | Business Forecasting | 1 | 0 | 4 | 3 |
| MB18BA03 | Data Science using R | 1 | 0 | 4 | 3 |
| MB18BA04 | Business Data Mining | 1 | 0 | 4 | 3 |
| MB18BA05 | Marketing Analytics | 1 | 0 | 4 | 3 |

| MB18BA01 | DATA VISUALIZATION FOR MANAGERS | L | T | P | C |
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COURSE OBJECTIVES

At the end of the course, the student will understand the following concepts required for visualization. – Integrating complex data analytics with decision making, Design principles, Visualize complex data types, Real time data visualization, Challenges in Visualization and management of them.

UNIT I

The Visualization Imperative – Visual Perception – Grammar of Graphics – Message to Charts.

UNIT II

Visualizing Basic Statistical Data– Applications – Visualization Design for different types of Data – Design of Tables and Graphs using Data Visualization tools – Microsoft Power BI

UNIT II

Story telling using visualization – Data Dashboards – Using tools – Tableau – Excel Dashboards

UNIT IV

Using R for visualizing Data Mining patterns– Understanding decision making using visualizations – Applications

UNIT V

Visualizing complex Data – Network Data – Big Data Visualization – advanced tools for visualizations – Gephi

LEARNING RESOURCES

1. Atmajitsinh Gohil, R Data Visualization Cookbook. Packt Publishing , 2015.
2. Andy Kirk, Data Visualization: A Handbook for Data Driven Design, Sage Publication, 2016.
3. Brett Powell, Microsoft Power BI Cookbook: Creating Business Intelligence Solutions, Packt Publishing, 2017.
4. Arshad Khan, Jumpstart Tableau: A Step–By–Step Guide to Better Data Visualization A, Press publication, 2016.

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| MB18BA02 | BUSINESS FORECASTING | L | T | P | C |
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COURSE OBJECTIVES

- Become acquainted with the theoretical and practical elements of forecasting techniques and their applications.
- Acquire experience in analyzing a business problem using appropriate model for forecasting.
- Develop the skills to use the model for a problem solution and interpret for decision making.

UNIT I

Overview of forecasting process – Deriving Value from forecasts – Applications – Basic concepts

UNIT II

Exploratory Data Analytics – Basic metrics– Correlation analysis– Visualizing Data – Principal Component Analysis for underlying trends – Analysis of seasonal and other variations.

UNIT III

Time Series Modeling using Regression– Logistic Regression– Forecasting using models– Applications

UNIT IV

Life time Value models– Segmenting – Loss Forecasting Models – Applications

UNIT V

Credit Scoring models – Managing Forecasting function – Imperatives – Measuring and organizing forecasting function

LEARNING RESOURCES

1. Michael Gilliland, Len Tashman, Udo Sglavo, Business Forecasting: Practical Problems and Solutions, Wiley 2015.
2. Render, Quantitative Analysis For Management, Pearson Education,2008,
3. John E. Hanke, Arthur G. Reitsch, Dean W. Wichern. Business Forecasting, Prentice Hall, 2001.
4. Michael K. Evans (2002), Practical Business Forecasting, John Willey & Sons

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| MB18BA03 | DATA SCIENCE USING R | L | T | P | C |
| | | 1 | 0 | 4 | 3 |

COURSE OBJECTIVES

- Become acquainted with the use of R tool for Data Science applications.
- Acquire experience in analyzing data using R.
- Develop the skills to use the software for pre-analytic phase data handling operations.

UNIT I

Introduction to Data Science – Basic concepts – Data – Nature – Process for Data Science – Handling Data

UNIT II

R software – core and optional packages – Data science packages – Exploratory Analytics using R –Visualizing Data– Applications

UNIT III

Pre–processing Data with R – Scrapping– sampling – munging – cleaning – data from multiple sources – extraction from data bases

UNIT IV

Handling Big Data in R – Hadoop and R – New frameworks – Mapreduce with R – Organizing Data Sources

UNIT V

Automation of Data Analytics – considerations – organizing for Data Science –Interpreting and Decision making

LEARNING RESOURCES

1. Hadley Wickham, Garrett Golemund, R for Data Science: Import, Tidy, Transform, Visualize, and Model Data, Oreilly, 2016.
2. Dan Toomey, R for Data Science, Packt Publishers, 2014
3. Thomas Mailund, Beginning Data Science in R: Data Analysis, Visualization, and Modeling for the Data Scientist, A press, 2017
4. Manas A. Pathak, Beginning Data Science with R, Springer, 2014

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| MB18BA04 | BUSINESS DATA MINING | L | T | P | C |
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COURSE OBJECTIVES

- Understand the data mining algorithms and their operations
- Application of these algorithms for different business decisions

UNIT I

Business Data Mining – Applications of Data Mining – Basic concepts of algorithms – Selection of algorithms– Applications

UNIT II

Data exploration with R – Basic statistics– Principal Component Analysis– Correlational analysis– Visualizing Data with R– Applications

UNIT III

Predictive Modeling using Rattle– Decision Trees– ANN – Clustering– Regression– Logistic Regression– Applications

UNIT IV

Market Basket Analysis – Association rule mining – Naïve Bayes Analysis – Big Data Analysis – Applications

UNIT V

Text Mining – Web Mining – Best Practices in Data Analysis and BI

LEARNING RESOURCES

1. Anil Maheshwari, Data Analytics. McGraw Hill , 2017.
2. Eric Siegel, Thomas H. Davenport, “Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die”, Willey, 2013
3. Anasse Bari, Mohamed Chaouchi and Tommy Jung ,Predictive Analytics , , Willey,2015
4. Alberto Cordoba, “Understanding the Predictive Analytics Lifecycle”, Wiley, 2014.
5. Dean Abbott, Applied Predictive Analytics, Willey, 2014.

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| MB18BA05 | MARKETING ANALYTICS | L | T | P | C |
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COURSE OBJECTIVES

At the end of the course, the student will be able to understand the benefits and objectives of marketing analytics, Learn how to apply quantitative techniques to drive marketing results obtain hands-on experience through application of spreadsheet-based models.

UNIT I

Product Management – Marketing product selection – market insight – market sizing – strategic decision models

UNIT II

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

UNIT III

Metrics– BSC – Dashboards –strategic metrics – pricing analytics – web analytics

UNIT IV

Distribution analytics– sales analytics – Promotion analytics – allocating marketing budget

UNIT V

Customer Management– Digital Marketing – concepts and applications

LEARNING RESOURCES

1. Wayne L. Winston, Marketing Analytics: Data–Driven Techniques with Microsoft Excel, Wiley, 2014
2. Sorger, Stephan. “Marketing Analytics: Strategic Models and Metrics.” Admiral Press/ Create Space, 2013
3. Venkatesan, R., Farris, P., & Wilcox, R. T. Cutting–edge marketing analytics: real world cases and data sets for hands on learning. Pearson Education, 2014.
4. Grigsby, M., Marketing Analytics: A Practical Guide to Real Marketing Science. Kogan Page Publishers, 2015.

**SEMESTER-IV
NON FUNCTIONAL ELECTIVE**

| ENTREPRENEURSHIP | | | | | |
|-------------------------|--|---|---|---|---|
| MB18NE01 | Technology Appreciation and Intellectual Property Rights | 2 | 0 | 2 | 3 |
| MB18NE02 | Innovation Technology and Management | 2 | 0 | 2 | 3 |
| MB18NE03 | Indian Models in Entrepreneurship | 2 | 0 | 2 | 3 |
| MB18NE04 | Social entrepreneurship | 2 | 0 | 2 | 3 |
| MB18NE05 | Venture Valuation and Accounting | 2 | 0 | 2 | 3 |
| MB18NE06 | Entrepreneurial Marketing | 2 | 0 | 2 | 3 |
| MB18NE07 | Entrepreneurship Lab | 2 | 0 | 2 | 3 |

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| MB18NE01 | TECHNOLOGY APPRECIATION AND INTELLECTUAL PROPERTY RIGHTS | L | T | P | C |
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COURSE OBJECTIVES

- To make students think and evaluate the various technology idea generation methods and its implementation in real time.
- To understand the importance of technology entrepreneurship and IPR.
- To make students to create and evaluate business plans for technology based enterprises.

UNIT I – Technology Entrepreneurship Today: Trends, Opportunities and Challenges

Introduction to trends and opportunities in technology entrepreneurship a word about global markets five pillars of technology entrepreneurship – pillar 1: value creation; pillar 2: the lean startup; pillar 3: customer discovery and validation; pillar 4: the business model canvas; pillar 5: the entrepreneurial method deliberate practice

UNIT II– Technology Venture Idea Generation

Fundamental venture types–the idea generation process–the opportunity register nontraditional idea sources – countdown to launch product planning and development–the idea development process –the concept of newness opportunity assessment plan – disruptive technology –the market

UNIT III– Protecting Intellectual Property

IP and technology ventures– recognizing IP – record keeping – trade secrets – patents – copyrights mask works – trademarks– ownership and liability issues –choice of legal structure–equity and equity types– raising capital equity distribution in the start-up venture

UNIT IV– Developing and Implementing the Technology Business Plan

Writing the business plan– elements of a business plan – into the breach– capital and capital sources– the capital management –plan regulation of financing activities – fund raising tools and techniques alternatives to debt and equity financing

UNIT V– Launching the Venture

Market entry positioning–market penetration strategy–value chain analysis–developing a contingency plan–growing beyond the startup–target market selection–purchasing the product– service marketing–contracts sources of contract law – contract formation–performance and breach –anatomy of a contract

LEARNING RESOURCES

1. Thomas Duening, Robert Hisrich, Michael Lechter, Technology Entrepreneurship– Taking Innovation to the Marketplace, Academic Press, UK, 2014.
2. Gerald B. Halt, Jr., John C. Donch, Jr., Amber R. Stiles, Robert Fesnak, Intellectual Property and Financing Strategies for Technology Startups, 2014.
3. Global Dimensions of Intellectual Property Rights in Science and Technology, National Research Council, Policy and Global Affairs, Office of International Affairs, 2014

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| MB18NE02 | INNOVATION TECHNOLOGY AND MANAGEMENT | L | T | P | C |
| | | 2 | 0 | 2 | 3 |

COURSE OBJECTIVES

- To introduce students to the framework on impact of technology on society and business.
- To make the students aware of impact of technology and innovation on business management.
- To familiarize students with the creativity and innovation process in the usage of technology and its influence on business models.
- To make the students understand the human issues and ethics involved the technology usage and implementation.

UNIT I– Technology and innovation conceptual foundation

Concepts–meaning–brief history of technology development–characteristics of technology–evolution and growth of technology–impact of technology on business and societies–technology typology–role of technology in formulating and implementing strategy–innovation in business using technology–conceptual framework for management of technology

UNIT II– Technology management

What is technology management–need–gap between product and product requirements–technology as value creator–role of technology in innovation–innovation and technology–role of government in technology–components of technology management–lifecycle of technology and its impact of technology–three perspectives of technology management

UNIT III– Innovation Management

Theories of technological change–difference between creativity and innovation–innovation and creativity in business context–design thinking–types of innovation–process of innovation–life cycle of innovation–disruptive and continuous innovation– emerging technologies—iot– neuro–marketing–gamification–apple pay

UNIT IV– Technology and business model

Business model–competition–sustainable business model–role of technology in business model–successful business model–crafting and documenting business model–value chain business model–emerging technology adoption–business model appraisal–TIM implementation process–role of CTO

UNIT V– Human aspects and social issues in technology

Technology and humanity–understanding values–concept of stake holders–theory of technological determinism–socio technical systems and models–technology risk management–technology and ethics–technology impact in sales –retail–telecom–travel–transport and media industry

LEARNING RESOURCES

1. Sanjiva Shankar, Technology and innovation management, Dubey publisher: PHI learning, 2017.
2. Margaret A. White , Garry D. Bruton, The Management of Technology and Innovation: A Strategic Approach, 2nd Edition, 2014.
3. Joe Tidd, John Bessant, Managing Innovation: Integrating Technological, Market and Organizational Change, 2014.

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| MB18NE03 | INDIAN MODELS IN ENTREPRENEURSHIP | L | T | P | C |
| | | 2 | 0 | 2 | 3 |

COURSE OBJECTIVES

- To introduce students to the models of Indian entrepreneurship and its global acceptance.
- To help students to understand the dynamics of business incubator and it's working.
- To expose students to types of entrepreneurship and its success and failure patterns.
- To evaluate the course through analyzing the individual entrepreneur's success and failure decisions.

UNIT I

Overview of entrepreneurship – India's startup revolution– trends– imperatives–benefits– Ecosystem – early pioneers–going global from India – India's consumer and informal sector

UNIT II

Business incubators – impact of business incubators – evaluating business incubators – technology business incubators – key operational issues – global case studies

UNIT III

Rural entrepreneurship – rural unemployment in India – importance of self employment – role of banks and financial institutions –legal and regulatory framework

UNIT IV

Women entrepreneurs – development of women entrepreneurs – challenges and opportunities – feminism and gender – status of women empowerment in India

UNIT V

Startup in India – specific problems – Indian challenge – healthcare – financial inclusion – education – Case studies – Tata – Birla – Kirloskar

LEARNING RESOURCES

1. Soum Paul, Flight of the Unicorns: Lessons from India's Startup Bubble, Harper Collins, 2017
2. Priyanka Sharma Gurnani, Women Entrepreneurship: Emerging Dimension of Entrepreneurship in India, Educreation Publishing, 2016
3. Rustam Lalkaka, Technology Business Incubation: A Toolkit on Innovation in Engineering, Science and Technology, Volume 255, UNESCO, 2006
4. OECD, Business Incubation International Case Studies: International Case Studies, OECD Publishing, 1999

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| MB18NE04 | SOCIAL ENTREPRENEURSHIP | L | T | P | C |
| | | 2 | 0 | 2 | 3 |

COURSE OBJECTIVES

- To make the students understand the working and impact of social entrepreneurship.
- To evaluate the role of financial and banking institutions in social entrepreneurship and corporate entrepreneurship.

UNIT I

Social entrepreneurship – dimensions of social entrepreneurship – social change theories – equilibrium and complexity – theory of social emergence

UNIT II

Social entrepreneurs – mindset, characteristics and competencies – developing a social venture sustainability model – feasibility study – planning – marketing challenges for social ventures

UNIT III

Microfinance– MFI (Micro Finance Institutions) in India – regulatory framework of MFI – Banks and MFIs – sustainability of MFI – Self Help Groups– successful MFI models

UNIT IV

Angel Investors & Venture Capitalists – difference – valuation of firm – negotiating the funding agreement – pitching idea to the investor

UNIT V

Corporate entrepreneurship – behavioral aspects – identifying, evaluating and selecting the opportunity – venture– location – organization – control – developing business plan – funding the venture – implementing corporate venturing in organization.

LEARNING RESOURCES

1. Constant Beugré, *Social Entrepreneurship: Managing the Creation of Social Value*, Routledge, 2016.
2. Björn Bjerke, Mathias Karlsson, *Social Entrepreneurship: To Act as If and Make a Difference*, Edward Elgar Publishing, 2013.
3. Jason Calacanis, *Angel: How to Invest in Technology Startups—Timeless Advice from an Angel Investor Who Turned \$100,000 into \$100,000,000*, HarperCollins, 2017.
4. Ryszard Praszkie, Andrzej Nowak, *Social Entrepreneurship: Theory and Practice*, Cambridge University Press, 2011.
4. Johanna Mair, *Social Entrepreneurship*, Springer, 2006.
5. Alex Nicholls, *Social Entrepreneurship: New Models of Sustainable Social Change*, OUP Oxford, 2008.
6. David Bornstein, Susan Davis, *Social Entrepreneurship: What Everyone Needs to Know*, Oxford University Press, 2010.
7. K G Karmakar, *Microfinance in India*, SAGE Publications India, 2008.
8. Robert Hisrich, Claudine Kearney, *Corporate Entrepreneurship: How to Create a Thriving Entrepreneurial Spirit Throughout Your Company*, McGraw Hill Professional, 2011.

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| MB18NE05 | VENTURE VALUATION AND ACCOUNTING | L | T | P | C |
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COURSE OBJECTIVES

- To understand the fundamentals of Venture valuation.
- To analyze the choice of approaches for Valuation
- To assess the impact of stakeholders in the Valuation process

UNIT I

Venture capital – definition – history – evolution of contemporary venture capital – venture capital institutions in India – angel investors–macroeconomic impact of venture capital

UNIT II

Traditional approaches to valuation – market approach – cost approach – income approach – option pricing model – pros and cons of option pricing model – probability weighted expected returns method – assumptions

UNIT III

Structuring – risk management strategies – staging of investments – choice of financial instruments – monitoring mechanism – replacement of CEOs in investee companies

UNIT IV

Valuing companies in emerging markets – importance and challenges – fundamental discounted cash flow valuation in emerging markets – cost of equity capital – unsystematic risk and synthetic company value

UNIT V

Implications for policy makers – implications of entrepreneurs – implications for finance practitioners

LEARNING RESOURCES

1. AICPA, Accounting and Valuation Guide: Valuation of Privately-Held-Company Equity Securities Issued as Compensation, John Wiley & Sons, 2016
2. Luis E. Pereiro, Valuation of Companies in Emerging Markets: A Practical Approach, John Wiley & Sons, 2002
3. M. Durrani, G. Boocock, Venture Capital, Islamic Finance and SMEs: Valuation, Structuring and Monitoring Practices in India, Springer, 2006
4. Neil J. Beaton, Valuing Early Stage and Venture-Backed Companies, John Wiley & Sons, 2010.
5. Lorenzo Carver, Venture Capital Valuation, + Website: Case Studies and Methodology, John Wiley & Sons, 2011

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| MB18NE06 | ENTREPRENEURIAL MARKETING | L | T | P | C |
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COURSE OBJECTIVES

- To develop strategies to pitch the product/service to the potential customers.
- To equip the students with segmentation of market and positioning to customers.
- To effectively manage marketing campaigns and assess the effectiveness.

UNIT I

Entrepreneurship as opportunity seeking – marketing and sales – evaluation criteria of experienced entrepreneur –role of marketing – entrepreneurial marketing strategy

UNIT II

Conceptualizing the market – importance of customer segmentation – understanding customer value – targeting using effectuation –developing a positioning statement

UNIT III

Sales learning curve – sales process and activities – developing customer relationships – developing the sales message – managing customer expectations

UNIT IV

Price and perceived value – perceived value in use for business to business products – pricing of intellectual property – customer determined pricing – revisiting costs in determining price – methods for determining price at alternative price levels

UNIT V

Viral marketing – event marketing – product placements – campaign management

LEARNING RESOURCES

1. Edwin J. Nijssen, *Entrepreneurial Marketing: An Effectual Approach*, Taylor & Francis, 2017
2. Leonard M. Lodish, Howard L. Morgan, Shellye Archambeau, Jeffrey Babin, *Marketing That Works: How Entrepreneurial Marketing Can Add Sustainable Value to Any Sized Company*”, Pearson Education, 2015

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| MB18NE07 | ENTREPRENEURSHIP LAB | L | T | P | C |
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COURSE OBJECTIVES

- To understand the fundamental concepts of Entrepreneurship
- To develop and evaluate the business plan and its feasibility
- To pitch the business idea to the venture capitalist effectively.

UNIT I

Business model definition – business model canvas – open business model – ideation – visual thinking – story telling – scenarios – evaluating business models

UNIT II

Developing business plan – administrative plan – organizational plan – marketing plan – financial documents

UNIT III

Fundraising –preparation – seed funding stage– series a funding – series b funding — valuation of firm – budgeting

UNIT IV

Idea pitch – prototyping – test marketing – commercial launch

UNIT V

Group activities on managerial communications – human resource management – conflict resolution – leadership

LEARNING RESOURCES

1. Alexander Osterwalder, Yves Pigneur, Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers, John Wiley & Sons, 2013
2. James C. Monk, The Team Exercise Guide to Business Education: Team Exercises, AuthorHouse, 2009
3. Linda Pinson, Anatomy of a Business Plan: A Step-by-step Guide to Building the Business and Securing Your Company's Future, aka associates, 2008
4. David Shelters, Start-Up Guide for the Technopreneur, + Website: Financial Planning, Decision Making, and Negotiating from Incubation to Exit, John Wiley & Sons, 2013.
5. Anita Roddick, Cheryl Rickman, The Small Business Start-up Workbook: A step-by-step guide to starting the business you've dreamed of, Hachette UK, 2005.

| INTERNATIONAL TAXATION AND TECHNOLOGY | | | | | |
|---------------------------------------|--|---|---|---|---|
| MB18NT01 | Foundation Of International Tax And Technology | 2 | 0 | 2 | 3 |
| MB18NT02 | Us Corporate Taxation | 2 | 0 | 2 | 3 |
| MB18NT03 | Us Partnership Taxation | 2 | 0 | 2 | 3 |
| MB18NT04 | Us Taxation Of Foreign Corporation | 2 | 0 | 2 | 3 |
| MB18NT05 | Us Individual Taxation | 2 | 0 | 2 | 3 |
| MB18NT06 | Taxation Technology | 2 | 0 | 2 | 3 |

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| MB18NT01 | FOUNDATION OF INTERNATIONAL TAX AND TECHNOLOGY | L | T | P | C |
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COURSE OBJECTIVES

- To provide a clear understanding of US Taxation of individuals and US Corporate Taxation.
- To develop appreciation of Individual Taxation and US Corporate Taxation

UNIT I– Introduction to US and International Tax.

Indian Tax System– Accounting Overview for Tax Professionals– US GAAP Vs India GAAP–Introduction to US Tax–Introduction to US Corporate Taxation.

UNIT II– Introduction to US Tax Systems

Recognize the structure of the US Government–Key differences among types of US Tax Payers–Describe various tax jurisdictions in the US–Introduction to US Partnership Taxation.

UNIT III– Introduction to US Legal Systems

Identify various types of taxation in US–Identify sources of US tax law–Navigate the Code and Regulations–Recognize fundamental differences between home country and US Tax Systems–Introduction to US Taxation of Foreign Corporation

UNIT IV– US International Tax Services and Tax Life Cycle

Overview of US International Tax–Worldwide Vs Territorial–Taxation of Foreign Earnings–Recognize the US and foreign income tax consequences associated with different methods of doing business abroad–Entity type analysis by referring to ITS nomenclature and Identifying filing requirements–Definition of CFC and US Shareholder– Understand stages of tax life cycle–Understand how they all are interconnected–How it helps to improve the quality of our client service

UNIT V– Introduction to Taxation Technology

Introduction to technology tools in professional services–SQL Overview and RDBMS Concepts – An Introduction to Best Practices in Visualization

LEARNING RESOURCES

1. Foundation of International Tax and Technology –Course Material Prepared by Ernst and Young (p) Ltd.
2. Isenbergh, International Taxation, Foundation Press (Concepts and Insights Series), Third Edition (2010).
3. Doernberg, International Taxation—In a Nutshell, Ninth Edition, West Publishing Co./Thomson Reuters (2012).
4. BNAPortfolio 900–2nd: *Foundations of U.S. International Taxation* (available on the King Library database for MST students)

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| MB18NT02 | US CORPORATE TAXATION | L | T | P | C |
| | | 2 | 0 | 2 | 3 |

COURSE OBJECTIVES

- To provide a clear understanding of US Corporate Taxation
- To Compute the Taxable income for US Corporate

UNIT I– US Entities Overview and Corporate State Income Tax

Identify tax taxes imposed by different jurisdictions–Describe Legal characteristics of business entities–Explain the federal income tax treatment of business entities –Identify common non business entities– Introduction to Corporate State Income Tax–Determine if a corporation's in state activities create nexus–Describe types of state corporate tax returns–Identify common

differences between federal and state corporate taxable income –Compute State apportionment percentage.

UNIT II– Taxable Income Overview

Explain relationship between corporate book income and taxable –Income Describe Schedule M–1 and M–3 disclosure requirements Analyse Income– Define Gross Income

UNIT III– Analysis of Expense

Identify broad categories of deductible expenses–Recognize common examples of non–deductible expenses explain the general rules for timing of deductions–Determine the effect of expense –related book – tax differences on Schedule M–3

UNIT IV– Analysis asset basis

Determine the Initial tax basis of business property–Distinguish between deductible repairs and –Capitalized improvements –Calculate Allowable cost recovery deductions–Determine the effect of cost recovery book to tax differences on Schedule M–3– Analysis sale of assets.

UNIT V– Cost recovery

Calculate gain or loss realized and recognized on business property dispositions– Identify the character of recognized gain or loss on property dispositions– Explain the Sec. 1231 netting rules and capital loss limitations–Determine the effect of asset sale book–tax differences on Schedule M–3

LEARNING RESOURCES

1. US Corporate Taxation–Course Material Prepared by Ernst and Young (p) Ltd.
2. BNA Tax Management, Inc., various "Foreign Income" series and Transfer Pricing series "Tax Management Portfolios" (also available electronically on Lexis–Nexis)

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| MB18NT03 | US PARTNERSHIP TAXATION | L | T | P | C |
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COURSE OBJECTIVES

- To understand the basics of US Partnership Taxation
- To evaluate US Partners Distributive Shares and Taxable Income

UNIT I– Partnership Basics

Partnerships and types –Partnerships –Partners and Types of Partners–Check the box regulation–Subchapter K provisions– Partnership tax return filing and timing

UNIT II– Partnership Formation

Record cash and property contributions on a partnership balance sheet – Compute partner's outside basis–Explain the tax consequences of partnership organization and syndication fees

UNIT III– Partnership Taxable Income

Compute partnership taxable income–Explain the function of guaranteed payments to partners Identify separately state items on Schedule K, Form 1065–Reconcile book and taxable income on Schedule M–1 Form 1065 & Schedule M–3

UNIT IV– Partners Distributive Shares

Determine partners distributive share of income, gain, loss, deduction or credit –Explain concept of substantial economic effect–Adjust outside basis for Schedule K–1 information

UNIT V– Simulation –Comprehensive Case Study

Solving case study using relevant tax forms

LEARNING RESOURCES

1. US Partnership Taxation – Course Material Prepared by Ernst and Young (p) Ltd.
2. Laura E.Cunningham and Noel B. Cunningham, the Logic of subchapter K: A conceptual Guide to the Taxation of Partnership(4th ed.2010).

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| MB18NT04 | US TAXATION OF FOREIGN CORPORATION | L | T | P | C |
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COURSE OBJECTIVES

- To Understand the overview of US International Taxation
- To evaluate US Corporate Taxable Income and Expenditure

UNIT I– Introduction to Corporate State Income Tax

Determine if a corporation's in state activities create nexus–Describe types of state corporate tax returns–Identify common differences between federal and state corporate taxable income–Compute State apportionment percentage.

UNIT II– Corporate Taxable Income

Tax treatment of Charitable Contributions, net operating losses, and dividends –received deductions Finalize corporate taxable income

UNIT III– Corporate Tax Liability

Compute Corporate Tax Liability–Explain applicability and calculation of Corporate Alternative Minimum Tax

UNIT IV– Define Gross Income

Recognize common exclusion from Gross Income–Explain general rules for timing of income recognition–Determine the effect of income related book – tax differences on Schedule M–3

UNIT V– Simulation–Comprehensive Case Study

Solving case study using relevant tax forms

LEARNING RESOURCES

1. US Taxation of Foreign Corporation– Course Material Prepared by Ernst and Young (p) Ltd
2. McDaniel, Ault & Repetti, Introduction to United States International Taxation, Fifth Edition, Aspen Publishers (2005).
3. Bittker & Lokken, Fundamentals of International Taxation—U.S. Taxation of Foreign Income and Foreign Taxpayers, 2010 Edition, Warren, Gorham & Lamont – RIA.

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|----------|------------------------|---|---|---|---|
| MB18NT05 | US INDIVIDUAL TAXATION | L | T | P | C |
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COURSE OBJECTIVES

- To learn the basics of US Individual Taxable Income
- To ascertain Taxation of Expats and Inpats

UNIT I– Introduction to US Individual Taxation

Basic concepts of US tax and Overview of form 1040 –Filing Requirement–Filing Status Dependents and exemptions–Case study.

UNIT II– Income Types

Compensation, Basics of Income Sourcing & W–2–Stock Options–Interest, Dividend Income Capital Gains and Sale of Main Home–Business Income (Schedule C and self–employment tax) Case study–Compensation, Basics of Income Sourcing & W–2–Stock Options–Interest, Dividend Income–Capital Gains and Sale of Main Home–Business Income (Schedule C and self–employment tax)–Case study–Income and Loss from Rental Property, Passive Activity Loss limitations State and Local tax refunds–Other Income–Case Study

UNIT III– Adjustments to Income, Deduction and Credits

Health Savings Account deduction–Moving expenses–IRA deduction–Student loan and Interest, Tuition and Fees and other deductions–Case study –Itemized Deductions–Taxes – State & Local Taxes, Real Estate Taxes, Personal Property Taxes Mortgage Interest–Investment Interest Expense, Charitable Contribution, Casualty & Theft Losses Medical and Dental and Other Miscellaneous Itemized Deductions–Case Study–Credits – Education Credits (AOC and LLC) Child & Dependent Care Credit Child Tax Credit–Case Study.

UNIT IV– Computation of Taxes

Alternate Minimum Tax–Additional Medicare Tax and Net Investment Income Tax Filing due date, Extensions, Penalty and Interest–Tax rates and calculation of Taxes–Case Study–Comprehensive Case Study to prepare Form 1040.

UNIT V– Taxation for Expats and Inpats

Alternate Minimum Tax–Additional Medicare Tax and Net Investment Income Tax Filing due date, Extensions, Penalty and Interest–Tax rates and calculation of Taxes–Case Study–Comprehensive Case Study to prepare Form 1040

LEARNING RESOURCES

1. US Individual Taxation– Course Material Prepared by Ernst and Young (p) Ltd
2. Ault & Arnold, Comparative Income Taxation—A Structural Analysis, Third Edition, Aspen Publishers (2010).
3. BNA Tax Management, Inc., various "Foreign Income" series and Transfer Pricing series "Tax Management Portfolios" (also available electronically on Lexis–Nexis).

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|----------|---------------------|---|---|---|---|
| MB18NT06 | TAXATION TECHNOLOGY | L | T | P | C |
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COURSE OBJECTIVES

- To learn the basics of Taxation Technology Tools in Professional Services
- To Understand the concepts related to Taxation and its Business Intelligence

UNIT I– Digital Technology

Introduction to technology tools in professional services–SQL Overview and RDBMS Concepts - History of SQL and Why we need SQL–Definition – SQL, RDBMS, Table, Field, Row/Record, Column, Nulls SQL Constraints–Data Integrity–Database Normalization–SQL Data types Examples of Operators – Arithmetic, Comparison, Logical–SELECT Syntax Using FROM,WHERE, GROUP BY, HAVING, ORDER BY Clauses Working on Case Expression, Like Predicate, NULL Values–System Defined Function – Scalar, Aggregate, Date, String, Ranking/Windows Function Joins and Sub queries–Basic Overview of different types of joins–Syntax and Examples – Inner, Outer, Full Outer, Self, Cartesian Join Self–Contained Scalar and Multi valued Sub queries.

UNIT II– Table Expression and Set Operators

Definition and Syntax – Derived Tables, Common Table Expression (CTEs), Views, Table–Valued Functions–Definition and Syntax – Union, Union ALL, Intersect, Except Operators–Data Manipulation Language –Data Definition Language –Data Control Language – Transactional Control Language–Other data Insertion Queries –**SQL Programmable Objects**–Definition – Variables, Batches, Transaction, Flow Element (IF, Else, While) Syntax and Examples – Cursors and Temporary Tables–Overview on Stored Procedure, User Defined Function (UDFs) and Indexes Basics of Error Handling

UNIT III– Power Business Intelligence

Introduction and Overview–Why Visualization?–Why Power BI?–Getting Started — creating some powerful visualizations quickly The Power BI Product Line–Things you should know about Power BI
Connecting to Data and introduction to data source concepts Working with data files versus database servers–Dimensions and Measures–Using Show Me!–Building Basic Views–Help Menu and Samples
Saving and Sharing your work–Concepts and Options when Connecting to Data–Joining multiple tables–Data Blending–Copy and Paste–Data Extracts–Custom SQL–Publishing and Re–using Data Connections–Understand how to deal with data changes in your data source such as field addition, deletion or name change–Re–using and sharing data connections — the concept of meta data Working with multiple connections in the same workbook

UNIT IV– Analysis

Creating Views Marks Size and Transparency–Highlighting Working with Dates Date aggregations and date parts–Discrete versus Continuous Dual Axis / Multiple Measures Combo Charts with different mark types Geographic Map–Page Trails–Heat Map–Density Chart–Scatter Plots–Pie Charts and Bar Charts–Small Multiples Working with aggregate versus disaggregate data–Sorting & Grouping–Aliases–Filtering and Quick Filters–Totals and Subtotals–Drilling and Drill Through–Aggregation and Disaggregation–Percent of Total–Working with Statistics and Trend lines.

UNIT V– Getting Started with Calculated Field

Working with String Functions–Basic Arithmetic Calculations Date Math–

Working with Totals–Custom Aggregations–Logic Statements–Formatting–Options in Formatting your Visualizations Working with Labels and Annotations Effective Use of Titles and Captions Introduction to Visual Best Practices–Building Interactive Dashboards–Combining multiple visualizations into a dashboard–Making your worksheet interactive by using actions and filters –An Introduction to Best Practices in Visualization–SharePoint–Introduction to SharePoint–SharePoint Overview SharePoint Architecture SharePoint life cycle–**Basics of SharePoint**–Site , sub site and site collection List , Libraries, site columns Content type–Managed Metadata–Out of the Box features Security and Site –Permissions "Features" in SharePoint–Introduction To InfoPath forms SharePoint Designer Workflows

LEARNING RESOURCES

1. Taxation Technology – Course Material Prepared by Ernst and Young (p) Ltd
2. Misey & Schadewald, A Practical Guide to U.S. Taxation of International Transactions, Ninth Edition, Kluwer Law—CCH Incorporated (2013).
3. Kuntz & Peroni, U.S. International Taxation, Three Volumes, Warren, Gorham & Lamont (as supplemented) (and available electronically on RIAG Checkpoint).

RETAIL MANAGEMENT

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|----------|--|---|---|---|---|
| MB18NR01 | Logistic and Supply Chain Aspects in Retail Management | 2 | 0 | 2 | 3 |
| MB18NR02 | Retail Brand Management | 2 | 0 | 2 | 3 |
| MB18NR03 | Retail Consumer Behavior | 2 | 0 | 2 | 3 |
| MB18NR04 | E-Retailing | 2 | 0 | 2 | 3 |

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| MB18NR01 | LOGISTIC AND SUPPLY CHAIN ASPECTS IN RETAIL MANAGEMENT | L | T | P | C |
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COURSE OBJECTIVES

The objective of the course is to enable students to understand basic concepts of logistics as important for business management.

- To introduce the Scope and Significance of logistics and supply chain aspects in retail
- To enlighten on Retail Strategies, Opportunities and Competitive advantage in logistics.
- Conceptualize supply chain designs, which are aligned with business models for retail business.
- Configure logistics networks and assess their performance impacts on efficiency and retail services

UNIT I

An Introduction to Supply Chain Management- Supply chain management-meaning, definition, need and evolution-traditional and modern approaches to SCM-key issues in SCM-phases of SCM-SCM and its relation to other departments in the organization.

UNIT II

Retail Logistics, Objectives , Types , Evolution of Logistics, Role of Logistics in an Economy, Difference between Logistics and Supply Chain Management- The Retail Channel-Planning of supply chain operations-Sourcing materials, making products, product delivery and return.

UNIT III

Elements of logistics management-supply chain integration- innovations in SCM-retail logistics-distribution management and strategies-transportation management warehousing and warehouse management systems-packaging for logistics- third party logistics GPS and GIS technologies--The impact of technology on supply chain-How to measure performance in supply chain-

UNIT IV

Global issues in SCM: Forces behind globalization-world class SCM-world class demand management (WCDM)-world class logistics management (WCLM).Relationships and Challenges in supply chain-

UNIT V

Factors influencing Buyer behaviour, buying decision process, profile and features of Indian consumers, Market segmentation meaning, levels, basis of segmentation, concept of niche marketing-The impact of supply chain on consumers.

LEARNING RESOURCES

1. Rahul V Alterkar-Supply Chain Management-Concepts and Cases, Prentice Hall of India, 2005.
2. David Simchi Levi, Philip Kaminsky and Edith Simchi Levi-Managing the Supply Chain-The Definitive Guide, Tata McGraw Hill, 2004.
3. Burt, Dobler and Starling-World Class Supply Management-The Key to SCM. Tata- McGraw Hill, Seventh Edition, 2006.
4. Christopher Ryan, High Performance Interactive Marketing, Viva Books Ltd. 2003

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| MB18NR02 | RETAIL BRAND MANAGEMENT | L | T | P | C |
| | | 2 | 0 | 2 | 3 |

COURSE OBJECTIVES

- To develop the skills to map the consumer's mind set in retail.
- To know how consumer behavior models illustrate the buyers behavior.
- To expose the emerging issues in retail consumer behavior.

UNIT I

Consumer Markets Population Analysis-Demographic Analysis- Importance of Retail locations, Types of retail locations, Factors determining the location decision, Steps involved in choosing a retail locations, Measurement of success of location.

UNIT II

Consumer Buying Behavior -Retail consumer behavior, Factors influencing the Retail consumer, Customer decision making process, Types of decision making, Market research for understanding retail consume.

UNIT III

Buying Considerations–Product Tangibility- Retail Consumer Requirements.

UNIT IV

Buying Influences–Psychological factors-Personal Factors-Social Factors-buyer perception.

UNIT V

Consumer Decision making process. –Retail Market Segmentation and its benefits, Kinds of markets, Definition of Retail strategy, Strategy for effective retail market segmentation, Retail value chain.

LEARNING RESOURCES

1. Leon G.Schiffman and Leslie Lasar Kanuk, Consumer Behavior, Pearson Education, India, 2013
2. Srabanti Mukherjee, Consumer behavior, 2012, Cengage Learning.

3. Mukherjee , Consumer behavior, cengage publications, 2017. 1st edition.
4. Sharma shethh mittal consumer behavior –A managerial perspective, cengage publishers 1st edition, 2017.

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| MB18NR03 | RETAIL CONSUMER BEHAVIOR | L | T | P | C |
| | | 2 | 0 | 2 | 3 |

COURSE OBJECTIVES

- Develop a consumer-centric approach to building, measuring and evaluating strategies to build retail brand
- Identify important issues related to planning and implementing retail brand strategies for a diverse group of marketing.
- Evaluate retail brand impact and to measure strength for any particular market offering.
- Apply branding principles and retail marketing communication concepts

UNIT I

Understanding of retail Brands – Definitions - Branding Concepts – Functions of Brand - Significance of Brands – Different Types of Retail Brands – Co branding – Store brands. Building and Developing Retail Brands

UNIT II

Generating brand loyalty- Brand image Building – Brand Loyalty programmes – Brand Promotion Methods – Role of Retail Brand ambassadors,– on line Retail Brand promotions.

UNIT III

Retail Positioning and Brand image-Repositioning and brand image- – Positioning of retail shops – Building retail store Image - Brand image and store image-Retail service quality management

UNIT IV

Aligning the brand image with that of franchisees- Managing franchise relationships - dynamics of relationship- trust as relationship builder, cultural

aspects of relationship, stages of relationship building process, building a long term relationship

UNIT V

Developing and Evaluating a Retail Franchise System :Preparing for franchise - Assessing a potential franchise- factors include retail brand age & stage in the life cycle.

LEARNING RESOURCES

1. Kevin lane keller, strategic brand management, 3rd edition person, 2011.
2. Kevin lane Keller, Best practice cases in branding: Lessons from the world’s strongest brands, 3rd edition, person 2011.
3. Kaperfere, strategic brand management, 4th edition, paper back.
4. David asker, building strong brands, free press, 1995.

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| MB18NR04 | E–RETAILING | L | T | P | C |
| | | 2 | 0 | 2 | 3 |

COURSE OBJECTIVES

The aim of the course is to introduce students to:

- The fundamental principles of e-retailing, e-Commerce and the role of Management
- The underlying used technologies with emphasis on Internet Technologies
- The application of tools and services to the development of small scale e-Commerce applications

UNIT I

The world of e-retailing – e-retailing in practice – integration of e-retailing in to organization – understanding and communicating with the e-consumer

UNIT II

E-retailing as a format-Assortment Planning, merchandising and category management for e-retailing

UNIT III

Inventory management for e-retailing-Retail Strategies in the context of e-retailing running an e-retail organization

UNIT IV

Loyalty and e-retailing - e-store design: navigability, interactivity and web atmospherics – e-service

UNIT V

Consumer behavior and e-retailing. Branding on the web – e-malls – e-retailing models – multi-channel success and the future of e-retailing

LEARNING RESOURCES

1. Charles Dennis, Tino Fenech and Bill Merrilees, "E-Retailing" E-Book.
2. Dunne Lusch carver, Retailing, 8th edition, Cengage publishers, 2017.
3. Nayak Dash, Retail management, 1st edition, Cengage publishers, 2017.
4. Cullen, Retailing: environment and operations, cengage publishers, 1st edtion, 2017.

| PROJECT MANAGEMENT | | | | | |
|--------------------|--|---|---|---|---|
| MB18NP01 | The Project Organization | 2 | 0 | 2 | 3 |
| MB18NP02 | Project Planning And Scheduling | 2 | 0 | 2 | 3 |
| MB18NP03 | Project Budgeting and Cost Management | 2 | 0 | 2 | 3 |
| MB18NP04 | Project Execution, Monitoring And Control | 2 | 0 | 2 | 3 |
| MB18NP05 | Project Closure, Ethics And Digital Formations | 2 | 0 | 2 | 3 |

| MB18NP01 | THE PROJECT ORGANIZATION | L | T | P | C |
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| | | 2 | 0 | 2 | 3 |

COURSE OBJECTIVES

- To give exposure to project management and roles and responsibilities of project Manager
- To distinguish project life cycle from product life cycle and make aware of different phases of project life cycle
- To build idea and confidence among the students to select the appropriate projects
- To create awareness on project organization strategy, structure and culture

UNIT I–Introduction to Project Management

Project management – Meaning of the Project and Project Management – Importance – Scope – Project management Office; Project Manager – Roles and Responsibilities; Modern Project management – Project Management Today – An integrative approach – Integration of Projects with the strategic Plan, Integration within the process of Managing Actual Projects

UNIT II–Organization Structure and Culture

Project Management Structures – Building blocks of right project management structure – Organizational culture and styles – Implications of organizational culture for organizing projects; Organizational Process Assets

UNIT III–Defining the Project

Defining the Project Scope – Establishing project priorities – Creating the work breakdown structure – Integrating the work breakdown structure with the organization – Coding the work breakdown structure for the information system – Process Breakdown Structure – Responsibility Matrices – Project Communication Plan

UNIT IV–Organization Strategy And Project Selection

Projects Vs Operational Work; The strategic management process – Project portfolio management system – The need for an effective project portfolio management system – Applying selection model – Managing the portfolio system

UNIT V –Managing Project Teams

Managing Vs Leading a project – Managing Project Stakeholders – Influence as exchange – Managing upward relations – Leading by example – Social Network building – case study – Team Development – Factors affecting – High performance Project teams – Project meetings – presentation – Reports – Project reward systems – Decision making process – Rejuvenating– Virtual Project teams – Pitfalls – case study

LEARNING RESOURCES

1. Clifford Gray, Erik Larson and Gautam Desai, Project Management, The Managerial Process, 4th edition, Tata McGraw Hill 2012
2. Project management Institute, The Guide to the Project Management Body of Knowledge (PMBOK Guide), 5th Edition, PMI Publication, 2012
3. Harold Kerzner, Project Management, A Systems approach to Planning, Scheduling and Controlling, 10th edition, Wiley India, 2011

4. John Nicholas, Herman Steyn, Project Management for Business, Engineering & Technology, 4th edition, Routledge or CRC India, 2010
5. Samuel Mantel, Jack Meredith, Scott Shafer, Margret Sutton and M.R.Gopalan, Project Management, Core Textbook, 1st Indian edition, Wiley India, 2010
6. Prasanna Chandra, Projects, Planning, Analysis, Selection, Financing, Implementation and Review, 7th edition, Tata McGraw Hill, 2012

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| MB18NP02 | PROJECT PLANNING AND SCHEDULING | L | T | P | C |
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COURSEOBJECTIVES

By undergoing this course, the learner will be able to

- To assess the scope of the project
- To effectively plan the project communication
- To evaluate the cost of the project
- To plan and maintain the quality of the projects
- To develop the detailed project plan with Network computation process

UNIT I–Market Research and Demand Analysis

Idea generation – monitoring the environment – corporate appraisal – identify investment opportunities – Situational analysis – specification of objectives– collection of secondary information– conduct of market survey– characterization of market– Demand forecasting – formulation of market plan– Social responsibility – ethics

UNIT II–Scope of the Project

Collect the requirements of the project, Define the scope, Establish project priorities, Create work breakdown structure, Code WBS for information system, Process breakdown structure, Responsibility matrix, Integrating WBS with organization, managing changes in scope of project.

UNIT III–Project Communication Plan

Identify stakeholders, analyze stakeholders, Analyze the communication requirement of each stakeholder, Plan communication, and Distribute information: Communication methods, frequency of communication, Managing Stakeholder expectations, Content of communication: % completion, % budget, variance analysis, and Performance forecasting methods.

UNIT IV–Developing a Project Plan

Developing a project network, from work packages to network, Activity on Node fundamentals, Network computation process, PERT, CPM networks, critical path, using forward and backward pass information, level of details for activities, practical considerations, and extended network techniques; Project planning involving constraints of time, resources, and funds

UNIT V–Project Scheduling and Control

Schedule Activities, Sequence Activities, Activity Resource Estimation, Estimation of Activity Durations, Development of Schedule, Controlling the Schedule; Monitoring Time Performance – Tracking Gantt chart – Scope Creep, Baseline Changes, Techniques of Executing the Project within Scheduled Time; Case Study

LEARNING RESOURCES

1. Prasanna Chandra, Projects, Planning, Analysis, Selection, Financing, Implementation and Review, 7th edition, Tata McGraw Hill, 2012
2. Clifford Gray, Erik Larson and Gautam Desai, Project Management, The Managerial Process, 4th edition, Tata McGraw Hill 2012
3. Project management Institute, The Guide to the Project Management Body of Knowledge (PMBOK Guide), 5th Edition, PMI Publication, 2012
4. Harold Kerzner, Project Management, A Systems approach to Planning, Scheduling and Controlling, 10th edition, Wiley India, 2011
5. John Nicholas, Herman Steyn, Project Management for Business, Engineering & Technology, 4th edition, Routledge or CRC India, 2010

6. Samuel Mantel, Jack Meredith, Scott Shafer, Margret Sutton and M.R.Gopalan, Project Management, Core Textbook, 1st Indian edition, Wiley India, 2010

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|----------|---------------------------------------|---|---|---|---|
| MB18NP03 | PROJECT BUDGETING AND COST MANAGEMENT | L | T | P | C |
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COURSE OBJECTIVES

By undergoing this course, the learner will be able to

- Assess the market conditions for the profitable launch of the project
- Effectively plan, schedule and process projects under changing economic conditions
- Evaluate the financing options and select the optimum investment–mix
- Identify, quantify and structure project risks
- Perform the functions of a project manager effectively by following the ethical and social code of conduct

UNIT I–Projects Cost Management

Estimating Project time and cost, Factors influencing quality of estimates, estimating guidelines for time, cost, resources; Top down Vs Bottom up Estimating, Methods of estimating Project time, and cost; Level of details, types of costs, Refining estimates, Creating database for estimating, Budget uncertainty and Risk management, Developing human resource plan.?

UNIT II–Financing and Investment Decisions

Sources of finance – long term sources – debt – equity – term loans– consortium – Development banks – Venture capital – Angel investors– Private equity – ADRs –GDRs– Regulations in India – What makes a project unique – How to approach VCs – Working Capital financing – Current scenario assessments

UNIT III–Project Planning and Scheduling

Process planning– lining technical requirements – decision on product mix– environmental aspects – structures and civil works– cost computation –

sources of finance– weighted average cost of capital– Required rate of return – projected cash flow statements – Net present value – pay back – accounting / average rate of return– benefit–cost ratio

UNIT IV–Risk–Return Analysis

Meaning of risk– classification – techniques of risk management – sensitivity analysis – certainty coefficient – scenario analysis – Hillier Model – Decision tree – Project selection under risk – Capital rationing – Mutually exclusive and Inclusive projects

UNIT V–Project Performance Evaluation

Control of in–progress projects – imposing control mechanisms – checks – Post –audit – Abandonment analysis – administrative aspects of capital budgeting – agency problem – evaluating the capital budgeting system of an organization – human aspects of project management

LEARNING RESOURCES

1. Prasanna Chandra, Projects, Planning, Analysis, Selection, Financing, Implementation and Review, 7th edition, Tata McGraw Hill, 2012
2. Clifford Gray, Erik Larson and Gautam Desai, Project Management, The Managerial Process, 4th edition, Tata McGraw Hill 2012
3. Project management Institute, The Guide to the Project Management Body of Knowledge (PMBOK Guide), 5th Edition, PMI Publication, 2012
4. Harold Kerzner, Project Management, A Systems approach to Planning, Scheduling and Controlling, 10th edition, Wiley India, 2011
5. John Nicholas, Herman Steyn, Project Management for Business, Engineering & Technology, 4th edition, Routledge or CRC India, 2010
6. Samuel Mantel, Jack Meredith, Scott Shafer, Margret Sutton and M.R.Gopalan, Project Management, Core Textbook, 1st Indian edition, Wiley India, 2010

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|----------|--|---|---|---|---|
| MB18NP04 | PROJECT EXECUTION, MONITORING AND CONTROL | L | T | P | C |
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COURSE OBJECTIVES

- To provide confidence to the students to execute the project
- To build the system for project monitoring and measurement
- To inculcate the habit of controlling the entire project within planned schedule and cost
- To develop the project control process

UNIT I–Project Outsourcing

Outsourcing Project work – Requirements and procedures – Extensive training – team building activities – Time management – Risk Management – Procurement Management – case study

UNIT II–Project Monitoring Information System and Control Process

Structure of a Project Monitoring Information System – Overview, Data to be Collected, Analysis and Report; Problems in Data Acquisition; Project Control process – Steps in Control Process; Designing the control systems – Types of Control Systems and Tools for Control

UNIT III–Project Quality Management

Define quality requirements, cost benefit analysis, cost of quality, Quality Plan – Quality requirements, Standards for the Project and Product, Documentation; Quality management plan, Quality metrics and checks,

UNIT IV–Project Assurance and Control Systems

Quality assurance – Quality audit, process analysis, managing change requests, Quality Assurance Performance –Quality control tools – Quality Control Performance –Monitoring and Recording Results, Tracking Quality Control Charts and Recommending Necessary Changes

UNIT IV–Project Cost Control System

Development of an Earned Value Cost / Schedule System – Terms, Percent complete rule, Costs included in baselines, Methods of variances analysis; Indexes to monitor progress – Cost Performance Index (CPI), Scheduling Performance Index (SPI), Project percent complete indexes, Technical Performance measurement, Software for project cost/schedule systems and additional earned value rules; Development of status report and Forecasting final project cost

LEARNING RESOURCES

1. Clifford Gray, Erik Larson and Gautam Desai, Project Management, The Managerial Process, 4th edition, Tata McGraw Hill 2012
2. Project management Institute, The Guide to the Project Management Body of Knowledge (PMBOK Guide), 5th Edition, PMI Publication, 2012
3. Harold Kerzner, Project Management, A Systems approach to Planning, Scheduling and Controlling, 10th edition, Wiley India, 2011
4. John Nicholas, Herman Steyn, Project Management for Business, Engineering & Technology, 4th edition, Routledge or CRC India, 2010
5. Samuel Mantel, Jack Meredith, Scott Shafer, Margret Sutton and M.R.Gopalan, Project Management, Core Textbook, 1st Indian edition, Wiley India, 2010
6. Prasanna Chandra, Projects, Planning, Analysis, Selection, Financing, Implementation and Review, 7th edition, Tata McGraw Hill, 2012

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| MB18NP05 | PROJECT CLOSURE, ETHICS AND DIGITAL FORMATIONS | L | T | P | C |
| | | 2 | 0 | 2 | 3 |

COURSE OBJECTIVES

The learners will be able to:

- Assess projects and audit them for achievement of objectives
- Create assessment reports as per standards
- Use different audit approaches for different types of projects
- Manage audit teams
- Implement project closures as per standards

- Assess when to close a project

UNIT I–Project Life Cycle Management

Project life cycle – Overview and Characteristics; Project life cycle Phases – Defining, Planning, Executing and Delivering; Product life cycle Vs Project life cycle; Applications of Project life cycle; Significance and Benefits of Project life cycle

UNIT II–Audit Plan and Assessment Methodologies

Audit and assessments – managing troubled projects– benefits of audits and assessments–When to audit – Difference of audits and assessments – Project audits– methodology– kinds of preparations needed–strategy choices for audits– When to assess or audit– developing audit plan– stakeholders– best practices

UNIT III–Project Review and Closure

Project review– control of projects– review activities– involving 3rd parties – Project closure– processes for closure– deliverables– best practices – Project retrospective– methodologies– post mortems– archiving– need

UNITIV–Ethics and Conflict Management

Ethics and Project Management– Building trust: the key to exercising influence – Qualities of an effective project manager – Managing Inter organizational relations – case study – Conflict management process – Frequent review and status updates – Fair and Incentive Laden contracts – Long term outsourcing relationships – The Art of negotiating – Managing Customer relationship – case study

UNIT V–Digital Project Management

Digital project management – Skills required for digital project manager – Digital transformation in project management – IT, Cloud computing and artificial intelligence applications in project management – Project management software and its applications

LEARNING RESOURCES

1. Clifford Gray ,Project Management, The Managerial Process, – 4th edition, Erik Larson and Gautam Desai, Tata McGraw Hill 2011
2. The Guide to the Project Management Body of Knowledge (PMBOK Guide), 5th Edition by Project management Institute 2012
3. Harold Kerzner,Project Management, A Systems approach to Planning, Scheduling and Controlling, 10th edition, Wiley India 2009
4. John Nicholas, Herman Steyn,Project Management for Business, Engineering & Technology, 4th edition ,Routledge or CRC India 2009
5. Samuel Mantel, Jack Meredith, Scott Shafer, Margret Sutton and M.R.Gopalan,Project Management, Core Textbook, 1st Indian edition, by Wiley India 2009
6. Prasanna Chandra ,Projects, Planning, Analysis, Selection, Financing, Implementation and Review 7th edition, Tata McGraw Hill 2008

TOURISM AND HOSPITALITY MANAGEMENT

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|----------|---|---|---|---|---|
| MB18HM01 | Hospitality Management | 2 | 0 | 2 | 3 |
| MB18HM02 | Event Management | 2 | 0 | 2 | 3 |
| MB18HM03 | Advanced Kitchen And Service Management | 2 | 0 | 2 | 3 |
| MB18HM04 | Hospitality Facility Planning | 2 | 0 | 2 | 3 |
| MB18HM05 | International Tourism Management | 2 | 0 | 2 | 3 |
| MB18HM06 | Revenue And Pricing Management For Hospitality Industry | 2 | 0 | 2 | 3 |
| MB18HM07 | Travel And Tour Operations Management | 2 | 0 | 2 | 3 |

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| MB18HM01 | HOSPITALITY MANAGEMENT | L | T | P | C |
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COURSE OBJECTIVES

- To create awareness on global tourism and hospitality industry
- To provide strategic knowledge on hospitality management
- To give exposure to hotel operations
- To build the capability of handling various functional areas of the hospitality industry

UNIT I –The World of Hospitality

Introduction to Tourism & Hospitality Industry; Characteristics & Nature of Hospitality Industry; Size & Scope of Lodging Industry; Economic & Other impacts of tourism; Evolution & growth of Hotel Industry

UNIT II–Hotel Organization

Vision, Mission & Objective; Hotel Development & Ownership; Classification of Hotels; Hotel Departments –Structure and Functions

UNIT III–Rooms Division Department

Front office management; Advanced Accommodation Operations; Delivering Quality guest service; Guest History Maintenance; Service Recovery Model; Computer Application in Hotel Industry; Hotel safety & security; Trends in Hospitality Industry

UNIT IV–Hospitality Marketing

Challenges faced by hospitality sales & Marketing; Basic concepts of Marketing; Market segmentation & Positioning; Marketing Mix Decisions; Competition and Marketing; E marketing; Trends in Hospitality Marketing

UNIT V–Human Resource Management

Human resource planning; Human Resource Development; Recruitment Process; HR Challenges in Hospitality Industry; Employee Motivation & Retention

LEARNING RESOURCES

1. S.K .Bhatnagar –Front Office Management, Frank Bro's & Co, 2009
2. Bake, Huyton and Bradley – Principles of Hotel Front Office Operation– Cengage\Delmar Learning India,2008
3. Front Office Procedure–Michael, L kasavana& Richard M Books Educational Institute of the American Hotel & Motel Association, 1998 ,
4. Philip Kotler –Marketing for Hospitality Industry , Tata Mcgraw Hill, 2009.
5. John.R Walker – Introduction to Hospitality Management, Prentice Hall; 6 edition 2012

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|-----------------|-------------------------|----------|----------|----------|----------|
| MB18HM02 | EVENT MANAGEMENT | L | T | P | C |
| | | 2 | 0 | 2 | 3 |

COURSE OBJECTIVES

- To give exposure on event management
- To make the student to do the systematic planning of events
- To provide special knowledge on tourism event
- To develop the marketing skills with respect to events
- To build the leadership capability through the concept of MICE

UNIT I – Introduction to Event Management

Role of Events for the promotion of Tourism; Types of Events; Concepts & Design; Event Management Team; Factors affecting Event Management.

UNIT II–Planning an Event

Budget; Planning, staging & Staffing; Operation & Logistics; Safety & Security; Monitoring, Controlling & Evaluating an Event.

UNIT III–Tourism Destination and Event Planning

Issues of tourism management, planning, image, perception and development of destination as a brand.

UNIT IV–Event Marketing

Event Planning; Event Marketing – Issues and evaluation of events through case studies; Sample Event profile.

UNIT V–MICE – A Grouping segment

Concept of MICE; Types of Meeting; Role of Travel agency in the Management of Conference; Key players in the industry; Role & Function of ICCA & ICIB; Trends in convention, Meeting & Expositions.

LEARNING RESOURCES

1. Coleman, Lee & Frankle (110101), Powerhouse Conferences. Educational Institute of AH & MA,2012
2. Hoyle, Dorf & Jones (110105), Meaning conventions & Group business
3. Educational Institute of AH & MA
4. Judy Allen, Event Planning: The ultimate guide to successful meetings of corporate events, fundraising galas, conferences conventions and other special events, Willey Publishers, 2009.
5. Ray Mathis, It is just an event, Willey Publishers, 2012.
6. Elsener Butterworth, Events Management, Heinmann Publications, 2012.

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| MB18HM03 | ADVANCED KITCHEN AND SERVICE MANAGEMENT | L | T | P | C |
| | | 2 | 0 | 2 | 3 |

COURSE OBJECTIVES

- To develop the students to manage advanced kitchen with safety and efficient manner
- To practice menu planning and control
- To build service skills towards food service and its operational aspects

UNIT I–Introduction to Kitchen Management

Kitchen Management; Fuels and energy used in food operations; Kitchen Supervision; HACCP; Yield.

UNIT II–Menu Planning

Development & Structure; Types of Menu; Structure of Menu; Menu engineering; Examples of special Menu.

UNIT III–Food & Beverage control

Sales analysis; Food control cycle; Volume forecasting; Beverage control – Methods and techniques.

UNIT IV–Introduction to Food Service Industry

Food service operation in Hotel; Types of Services; Licensed Trade Catering; Food Service Equipments; Fast Food Management; Managed Services.

UNIT V–Operational Aspects of Food Service

Staffing; Budgeting; Planning food service for various events (case study); Sales promotions; Laws relating to hotel and Food and Beverage Business; International hotel regulations; Latest trends in food service operations.

LEARNING RESOURCES

1. Richard Kotas & Chandana Jayawardeni, Food & Beverage Management, Hodder & Stoughton Educational, 1994
2. Jagmohan Negi Hotel & Tourism Law, Frank Bros &Co, Publisher Ltd,2010

3. Peterjones , Food & Service Operations , Cengage Learning EMEA, 1994
4. Robert T Gordon, Mark H. Brezinski , Complete Restaurant Management Guide,1998

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| MB18HM04 | HOSPITALITY FACILITY PLANNING | L | T | P | C |
| | | 2 | 0 | 2 | 3 |

COURSE OBJECTIVES

- To create exposure on basic facilities in hospitality industry
- To build the capability of effective planning and designing of various facilities in hospitality industry
- To develop the systems and control for efficient management of hospitality facilities

UNIT I–Introduction to Hospitality Facility Management

The role & cost of hospitality facilities; The impact of facility design; Types of maintenance; Maintenance management system

UNIT II–Facility Systems

Water & Waste water system; Electrical System; Laundry system; Food service equipments; HVAC systems.

UNIT III–Lodging Planning & Design

Planning and designing – Guest rooms and Suites; The Lobby; F&B Outlets; Other Functional Areas.

UNIT IV–Food Service Planning & design

Planning and designing – Concept and Development; Project planning Team, Theme, Design of Functional area; Evaluation of food services.

UNIT V–Energy Management

Water conservation; Electrical Conservation; Green Trend (LEED Certification) – Case study; Latest trends in Hospitality systems.

LEARNING RESOURCES

1. Stipanuk Roffmann , Hospitality facilities Educational Institute, American Hotel & Lodging Association, 2002
2. Jag Mohan Nagi , Hotel & Tourism Law, Frank Bros & Co, Publisher Ltd, 2010
3. David M Stipanuk & Harold Roffmann , Hospitality Facility Management Educational Institute of the American Hotel & Motel Association, 1996.

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| MB18HM05 | INTERNATIONAL TOURISM MANAGEMENT | L | T | P | C |
| | | 2 | 0 | 2 | 3 |

COURSE OBJECTIVES

- To provide basic knowledge and environmental exposure towards international tourism
- To build the capability of utilizing globalization in tourism industry
- To create awareness on eco tourism and follow the same in international tourism

UNIT I–Introduction to Tourism

Scope of Tourism Development; Composite of Tourism Industry; Characteristics of Tourism; Trends in Tourism and Hospitality.

UNIT II–Tourism Environment

Types & Forms of Tourism – Factors affecting Global and regional tourist movement –Demand and origin factors, Resource and Destination factors; Contemporary trends in international tourist movement; Impacts of Tourism – economic, environmental, and socio–cultural.

UNIT III–Tourism and Globalization

Tourism Industry – challenges; Barrier to Travel; Hotels operating in a multinational environment, International rules & regulations, Political risk & crisis management; National & International organizations – WTO, IMF, IHA.

UNIT IV–Tourism for Prosperity & Peace

Vision 2020; Linking culture; Transportation and technology development and Tourism; Market research, developing an International marketing strategy.

UNIT V–Eco Tourism

Introduction to ECO, sustainable & green tourism; Principles of Eco–Tourism, Types of ecotourism, Global growth and magnitude of ecotourism, Ecotourism Venues, The business of ecotourism, Developing indicators for destination sustainability.

LEARNING RESOURCES

1. A.K. Bhatia –International Tourism Management, Sterling Publishers Pvt. Ltd , New Delhi , 2008
2. Chris Cooper & C. Michael Hall – Contemporary tourism: an international approach, Elsevier Publisher, 2008
3. Francois Vellas and Lionel Becherel– A strategic approach –The International Marketing of Travel and Tourism, Macmillan Press, London, 1999
4. David B. Weaver – The Encyclopedia of Ecotourism, Published by CABI,2001

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| MB18HM06 | REVENUE AND PRICING MANAGEMENT FOR HOSPITALITY INDUSTRY | L | T | P | C |
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COURSE OBJECTIVES

- To build fundamental knowledge on revenue management
- To develop the skill to formulate various pricing strategies with different financial tools
- To create application based ideas on revenue management in hospitality industry

UNIT I–Introduction to Revenue Management

Historical prospective; Concept and Importance; Benefits of Revenue management

UNIT II–Fundamentals of Revenue Management

Customer Knowledge & Consumer behavior; Market segmentation and selection; Internal assessment and completion analysis; Economic Principles and demand forecasting; Reservation and channels of Distribution; Dynamic Value based pricing; Channel and Inventory management.

UNIT III–Pricing Strategies

Various pricing strategies used by hotels; Channel Pricing strategies; Non Room revenue sources and its importance; The Revenue management Team; Revenue management Meetings.

UNIT IV–Strategic Revenue management and REV MAP

Strategic IDEA & REV MAP; Tools, Resources and Tactics for successful revenue management; Legal and ethical Issues.

UNIT V–Revenue management in Hospitality Industry

Application of Revenue management in Hospitality Industry; Total Revenue Management; Revenue Management Software.

LEARNING RESOURCES

1. Kimberley a Tranter –An Introduction to Revenue Management for Hospitality Industry for Hospitality Industry– 2013
2. Robert H woods – Jack D.Ninemeior – David K.,Mychale A. Austin, Professional Front Office management, Pearson Education, 2008
3. Michael L kasavana , Brooks, Richard M, Managing Front Office operations Educational Institute of Amer Hotel 1998
4. Jatashankar R Tewari – Hotel` Front Office operations and management – Oxford Higher Education, OUP India 2009.

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| MB18HM07 | TRAVEL AND TOUR OPERATIONS MANAGEMENT | L | T | P | C |
| | | 2 | 0 | 2 | 3 |

COURSE OBJECTIVE

- Get aware of various services provided by hospital and healthcare organizations
- Do proper planning and organization of various healthcare services
- Maintain documents and records and trace the required information at any point of time
- Build appropriate systems for healthcare service delivery

UNIT I

History & Growth of Travel Agency Business, Emergence of Thomas Cook & American Express, Emergence of Travel Intermediaries, Indian Travel Agents & Tour operators, Interplay of Push & Pull Factors.

UNIT II

Travel Agents & Tour operators: Differentiation and Interrelationship, Functions and Organizational structures of Travel Agency and Tour Operators, Linkages of Tour Operation Business with Principal Suppliers, Government of Other Agencies, Incentive and Concessions Applicable to Tour Operators in India.

UNIT III

How to Set Up Travel Agency/Tour Operation Business: Sources of Funding, Comparative Study of Various Type of Organization, Government Rule of Getting Approval, IATA Rules, Regulations and Accreditation, Documentation. Sources of Earning: Commissions, Service Charges etc.

UNIT IV

Itinerary Preparation: Meaning, Importance and Types of Itinerary, Resources and Steps for Itinerary Planning, Do's and Don'ts of Itinerary Preparation. Tour Costing: Tariffs, FITS & GITS, Confidential Tariff. Packaging: Types and Forms of Package Tour.

UNIT V

Travel Documentation: Familiarization with TIM (Travel Information Manual), Passport & VISA, Meaning, Types, Procedures, Validity, Necessary Information to fill the Passport and VISA Form of Issuance, Health Certificates, Currency, Travel Insurance, Credit & Debit Card, Customs, Currency, Baggage and airport information.

LEARNING RESOURCES

1. Bhatia A.K. (2012). The business of travel agency and tour operations management. Sterling publishers Pvt. Ltd., New Delhi.
2. Mohinder Chand. (2009). Travel Agency Management: An introductory Text. Anmol Publications Pvt. Ltd.,
3. Peter Robinson. (2009). Operations Management in the Travel Industry. CABI Head Office, UK

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| MB18401 | MAIN PROJECT WORK | L | T | P | C |
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The Main project for five credit hour enables students to gain a multitude of experiences in a health care atmosphere aligning their interest and potential with the expectation of the corporate. During the project students are expected to:

- Enhance their marketing, operations, administrative, Finance, HR, System knowledge and administrative, communications, research exposure etc.
- Keep in contact with the program instructors regarding tasks for the project MBA coursework which is an outbound experiential learning.
- Completion of a project provides learning and gives a practical exposure to industry demands. They gain, hands on experience for a better understanding and demonstrate their ability to apply learned skills.
- The students are expected to record their learning in a systematic manner and submit a project report (in consultation with Academic guide and institutional guide) for evaluation. Efforts to be taken to check plagiarism and publish the same as an article in a journal
- The duration of the project is for six weeks.