



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 2020–2021 onwards)

CURRICULUM AND SYLLABUS – 2020

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

MBA Curriculum and Syllabus –2020
SEMESTER-I

Course Code	Course Title	L	T	P	C
MB20101	Organizational Behavior	3	0	2	4
MB20102	Managerial Economics and Indian Economic Policy	3	0	2	4
MB20103	Marketing Management	3	0	2	4
MB20104	Financial Reporting, Statements and Analysis	3	0	2	4
MB20105	Statistics and Quantitative Techniques	3	0	2	4
MB20106	Information Management	2	0	2	3
MB20107	Managerial Skills and Communication	2	0	2	3
MB20108	Carrier Development Course - I	1	0	1	1
	Total Credits				27
SEMESTER-II					
MB20201	Human Resources Management	2	0	2	3
MB20202	Corporate Finance	3	0	2	4
MB20203	Operation Management	3	0	2	4
MB20204	Entrepreneurship	3	0	2	4
MB20205	Legal and Business Environment (Micro and Macro)	3	0	2	4
MB20206	Indian Ethos and Corporate Strategy	3	0	2	4
MB20207	Research Methods in Business	2	0	2	3
MB20208	Business Analytics	0	0	4	2
MB20209	Carrier Development Course - II	1	0	1	1
	Total Credits				29

SEMESTER-III

FUNCTIONAL ELECTIVE					
Elective-1	Six electives to be chosen by the students from any Two domain (Three from each Domain) from Finance, marketing , operation Management, Human Resource Management, Strategy, Management Information System and Business Analytics.	3	0	2	4
Elective-2		3	0	2	4
Elective-3		3	0	2	4
Elective-4		3	0	2	4
Elective-5		3	0	2	4
Elective-6		3	0	2	4
MB20301	Summer Internship	0	0	2	2
	Total Credits				26

SEMESTER-IV

NON FUNCTIONAL ELECTIVE					
NFE-1	Four electives to be chosen by the students from any Two of the Non Functional Electives(Two from each Elective) like Entrepreneurship, International Taxation and Technology, Retail Management, Project Management, Tourism and Hospitality Management	3	0	2	4
NFE-2		3	0	2	4
NFE-3		3	0	2	4
NFE-4		3	0	2	4
MB20401	Main Project Work	0	0	4	4
	Total Credits				20
	Total Credits				102

**SEMESTER-III
FUNCTIONAL ELECTIVES**

Course Code	Course Title	L	T	P	C
FINANCE					
MB20FM01	Investment Analysis and Portfolio Management	3	0	2	4
MB20FM02	Financial Markets, Institutions and Instruments	3	0	2	4
MB20FM03	Technology in Finance	3	0	2	4
MB20FM04	Mergers, Acquisitions and Corporate Valuation	3	0	2	4
MB20FM05	Financial Derivatives	3	0	2	4
MB20FM06	International Finance	3	0	2	4
MB20FM07	Behavioral Finance	3	0	2	4
MB20FM08	Taxation	3	0	2	4
MARKETING MANAGEMENT					
MB20MM01	Consumer Behavior	3	0	2	4
MB20MM02	B2B Marketing	3	0	2	4
MB20MM03	Retail Management	3	0	2	4
MB20MM04	Marketing Analytics	3	0	2	4
MB20MM05	Integrated Marketing Communications	3	0	2	4
MB20MM06	Customer Analytics	3	0	2	4
MB20MM07	Product and Brand Management	3	0	2	4
MB20MM08	Social Media and Digital Marketing	2	0	2	3

OPERATION MANAGEMENT					
MB20OM01	Supply Chain and Logistics Management	3	0	2	4
MB20OM02	Quality Toolkit for Managers	3	0	2	4
MB20OM03	Operations Strategy	3	0	2	4
MB20OM04	Sales and Operations Planning	3	0	2	4
MB20OM05	Operations Research Applications	3	0	2	4
MB20OM06	Management of Manufacturing Systems	3	0	2	4
MB20OM07	Sourcing Management	3	0	2	4
MB20OM08	Supply Chain Analytics	3	0	2	4
HUMAN RESOURCES MANAGEMENT /ORGANISATIONAL BEHAVIOUR					
MB20HR01	Employee Relations	3	0	2	4
MB20HR02	Human Resource Metrics and Analytics	3	0	2	4
MB20HR03	Compensation and Benefits Management	3	0	2	4
MB20HR04	Performance Management Systems	3	0	2	4
MB20HR05	Leadership & Team Dynamics	3	0	2	4
MB20HR06	Strategic HRM	3	0	2	4
MB20HR07	International HRM	3	0	2	4
MB20HR08	Industrial Psychology	3	0	2	4
STRATEGY					
MB18SM01	Strategic Management of Services	3	0	2	4
MB18SM02	Competing in Global Markets	3	0	2	4
MB18SM03	Dynamics of Framing and Executing Strategy	3	0	2	4
MB18SM04	Entrepreneurship in Practice	3	0	2	4
MB18SM05	Foundations of Strategy Consulting	3	0	2	4
MB18SM06	Strategic Leadership	3	0	2	4
MB18SM07	Designing and Configuring Business Models	3	0	2	4
MB18SM08	Corporate Governance	3	0	2	4

MANAGEMENT INFORMATION SYSTEM					
MB20MI01	Managing Software Projects	3	0	2	4
MB20MI02	Managing Digital Innovation and Transformation	3	0	2	4
MB20MI03	E-Commerce and Digital Markets	3	0	2	4
BUSINESS ANALYTICS					
MB20BA01	Data Visualization for Managers	0	2	6	4
MB20BA02	Business Forecasting	0	2	6	4
MB20BA03	Data Science Using R	0	2	6	4
MB20BA04	Business Data Mining	0	2	6	4
MB20BA05	Marketing Analytics	0	2	6	4

INNOVATION ENTREPRENEURSHIP AND VENTURE DEVELOPMENT					
MB20IV01	Managing Value Creation	3	0	2	4
MB20IV02	Creating Business Models	3	0	2	4
MB20IV03	Startup and Venture Management	3	0	2	4
MB20IV04	Entrepreneurial Skills	3	0	2	4
MB20IV05	International Business Venture Environment	3	0	2	4

INTERNATIONAL TAXATION AND TECHNOLOGY					
MB20NT01	Foundation Of US Tax And Taxation Technology	3	0	2	4
MB20NT02	US Corporate Taxation	3	0	2	4
MB20NT03	US Partnership Taxation	3	0	2	4

**SEMESTER-IV
NON FUNCTIONAL ELECTIVE**

PROJECT MANAGEMENT					
MB20NP01	The Project Organization	3	0	2	4
MB20NP02	Project Planning and Scheduling	3	0	2	4
MB20NP03	Project Budgeting and Analysis	3	0	2	4
MB20NP04	Managing Project Teams	3	0	2	4
MB20NP05	Project Execution Monitoring and Control	3	0	2	4
MB20NP06	Project Audit and Closure	3	0	2	4
TOURISM AND HOSPITALITY MANAGEMENT					
MB20NH01	Hospitality Management	3	0	2	4
MB20NH02	Event Management	3	0	2	4
MB20NH03	Hospitality Facility Planning	3	0	2	4
MB20NH04	International Tourism Management	3	0	2	4
MB20NH05	Revenue And Pricing Management For Hospitality Industry	3	0	2	4
MB20NH06	Travel And Tour Operations Management	3	0	2	4

ENTREPRENEURSHIP					
MB20NE01	Technology Appreciation and Intellectual Property Rights	3	0	2	4
MB20NE02	Innovation Technology and Management	3	0	2	4
MB20NE03	Indian Models in Entrepreneurship	3	0	2	4
MB20NE04	Social entrepreneurship	3	0	2	4
MB20NE05	Venture Valuation and Accounting	3	0	2	4
MB20NE06	Entrepreneurial Marketing	3	0	2	4
MB20NE07	Entrepreneurship Lab	3	0	2	4

INTERNATIONAL TAXATION AND TECHNOLOGY					
MB20NT04	US Individual Taxation	3	0	2	4
MB20NT05	US Corporate State and Local Tax, Transfer Pricing and Indirect Tax	3	0	2	4

RETAIL MANAGEMENT					
MB20NR01	Logistic and Supply Chain Aspects in Retail Management	3	0	2	4
MB20NR02	Retail Brand Management	3	0	2	4
MB20NR03	Retail Consumer Behavior	3	0	2	4
MB20NR04	E-Retailing	3	0	2	4

SEMESTER I

MB20101	ORGANISATIONAL BEHAVIOR AND DESIGN	L	T	P	C
		1	0	2	2

COURSE OBJECTIVES

- To provide an overview of theories and practices in organizational behavior in individual, group and organizational level.
- To learn how an organization can be designed and developed to deal with the challenges from environment, technology, and its own processes.

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

Group dynamics–Emergence of informal leaders and working norms – Group decision making techniques–Team building – Interpersonal relations–Communication–Control. 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.

UNIT IV Leadership and Power

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

UNIT V 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.

Learning Resources

1. Stephen P. Robins, Organizational Behavior, PHI Learning / Pearson Education, Edition 17, 2016 (Global edition)
2. UdaiPareek, Understanding Organizational Behaviour, 3rd Edition, Oxford Higher Education, 2011.
3. Fred Luthans, Organizational Behavior, McGraw Hill, 12th Edition, 2013
4. Gareth R.Jones, Organizational Theory, Design & Change, Pearson Education, 6th Edition 2011.
5. Richard L. Daft, Understanding theory & Design of Organizations, Cengage, Western, 10th Edition 2012.

MB20102	MANAGERIAL ECONOMICS AND INDIAN ECONOMIC POLICY	L	T	P	C
		3	0	2	4

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 evaluate market analysis and forecast future business commensurate with Indian Economic Planning Goals.
- To empower the students to understand Indian economic Policy's threats and opportunities in business
- To understand the Indian economic policies, Monetary and Fiscal policies

UNIT I The Economic Way of Thinking

Meaning, Nature, Scope and Importance of Managerial Economics- Meaning of Demand: Theory of demand, Law of Demand, Elasticity of Demand, Shifting and expansion of demand– Exceptions to law of demand. Demand Forecasting, Methods of Demand Forecasting– Meaning of Supply: Theory of supply- Market Equilibrium.

UNIT II Production and Cost Analysis

Introduction, Meaning of Production and Production Function- Law of Variable Proportions- 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– Externality- Positive and Negative Externality.

UNIT III Objectives of Firm and Price Determination

Types of market structure–Perfect Competition and Imperfect Competition–price and output determination (short run and long run)- (1) Perfect competition (2)Imperfect Competition:- (i) Monopoly: (private monopoly and public monopoly–dead weight loss) (ii) Monopolistic competition (iii) Oligopoly competition: Price and output determination- Pricing Policies.

UNIT IV Indian Economic Policy

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. Macroeconomic Overview – Fiscal and Monetary Policy — Financial Sector Performance and impending reforms.

UNIT V

Foreign Trade and Balance of Payments- Agriculture and Land Reform Policy - Policies towards Agriculture: Green Revolution and its impact on economy and environment- Agriculture pricing policy (Procurement Pricing and Minimum Support Pricing) – Subsidies and Food Security- Industrial Policy –World Bank –IMF.

TEXT BOOK

1. Mark Hirschey and Bentzen, Managerial Economics. Cengage Learning, 2017.
2. Uma Kapila, “Indian Economy, 17th Edition: Performance and Policies”, Academic Foundation, 2017.

Learning Resources

1. Craig H. Petersen, W. Chris Lewis and Sudhir K. Jain, Managerial Economics, Pearson Education, 9th Ed., 2017.
2. ChetanGhate, Kenneth M. Kletzer, “Monetary Policy in India: A Modern Macroeconomic Perspective”, Springer, 25–Nov–2016.

MB20103	MARKETING MANAGEMENT	L	T	P	C
		4	0	0	4

COURSE OBJECTIVES

- To introduce the student to the building blocks of marketing.
- To understand consumer behavior through market research and estimate demand.
- To segment markets, design products and services, strategize competition, through packaging and labeling product options.

- To select right pricing strategies across intermediaries catering different markets through wholesaling and retailing.
- To integrate different promotional strategies across the spectrum of marketing platforms offered online and offline.

UNIT I

Introduction to Marketing- Scope-Marketing Concepts-Marketing philosophies- changing Marketplace- role of Marketing in the Organization- Company Orientation towards the Marketplace-Marketing mix- strategic perspective of organizations- value delivery process- Value chain- Marketing Plan.

UNIT II

Components of a Modern Marketing Information System- Marketing Intelligence System- Analyzing the marketing environment- Macro & micro environment- Demand Forecasting- Conducting Marketing Research- Scope- The Marketing Research Process- Marketing Metrics- Building Customer Value, Satisfaction, and Loyalty- Maximizing Customer Lifetime Value-Customer Relationship Management- Consumer Behavior- influencing Factors- The Buying Decision Process- Business Markets- Differentiating factors- Institutional and Government Markets.

UNIT III

Marketing Segmentation- Bases for consumer markets and business markets- Targeting- selection of strategies- Positioning for competitive advantage -Competitive Strategies for Market Leaders- Market-Challenger Strategies- Market-Follower Strategies- Market-Nicher Strategies -Product Life-Cycle stages- Strategies for different stages- Product Characteristics and Classifications- Differentiation- Product and Brand Relationships- The Product Hierarchy-Packaging, Labeling, Warranties, and Guarantees- The Nature of Services-Distinctive Characteristics of Services- Differentiating Services-managing Service Quality- Challenges in New-Product Development process-The Consumer-Adoption Process.

UNIT IV

Understanding Pricing- concepts-determinants-types-Strategies- Consumer Psychology and Pricing- Setting the Price- Pricing Methods- Marketing Channels-Importance-Value Networks- Role-Functions –Levels-Channel-Design Decisions-Channel-Management Decisions-Conflict, Cooperation, and Competition- Managing Retailing-Types- Wholesaling-Market Logistics.

UNIT V

Integrated Marketing Communications-Role-Environment- Mix-Process Models- Channels-Advertising- Sales Promotions-Events and Experiences-Public Relations-Online, Social Media, and Mobile marketing- Word of Mouth- Direct and Database Marketing and Personal Selling-Catalog Marketing- Telemarketing- Designing the Sales Force-objectives and Strategy-Structure Size-Compensation-Relationship Marketing-Internal Marketing- Cause-Related Marketing-Social Marketing -The Future of Marketing.

LEARNING RESOURCES

1. Philip Kotler, Kevin Lane Keller, “Marketing Management”, 15th Edition, Pearson Publications Limited, 2017.
2. Rajan Saxena, “Marketing Management”, 5th Edition, Tata McGraw Hill Publishing Co. Ltd., 2017.
3. Ramasamy and Namakumari, “ Marketing Management- Global Perspective- Indian Context”, 5th Edition, Macmillan Publishers India Ltd., 2014.
4. Arun Kumar and Meenakshi, “Marketing Management”, Vikas Publishing House, 2015.

MB20104	FINANCIAL REPORTING, STATEMENT AND ANALYSIS	L	T	P	C
		3	0	2	4

COURSE OBJECTIVES

- To equip the students with practices and procedures of financial reporting including accounting concepts, conventions and policies and a base knowledge on the final accounts.
- 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.
- To introduce to the students the practical aspects of financial statement analysis through contemporary case studies.

UNIT I

Financial Accounting - Definition - Accounting Principles - Concepts and conventions - Journal - Ledger - Trial Balance - Final Accounts with simple adjustment, Depreciation -Concept – Objectives. Computerization of accounts.

UNIT II

Financial Statement Analysis - Objectives - Techniques: Comparative - Common Size - Trend Analysis.

UNIT III

Ratio Analysis - Calculation of ratios - construction of balance sheet using ratios. Cash flow statement - Preparation of Cash Flow Statement.

UNIT IV

Budget and Budgeting Control - Meaning - Types of budgets - Preparation of Functional and Flexible budgets and Zero Base Budgeting.

UNIT V

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

Note: 40% of the questions shall be theory and 60% of the questions shall be problems.

Learning Resources

1. N.P.Srinivasan & M.Sakthivel Murugan, "Accounting for Management" 2nd Edition, 2010, S.Chand & Company Ltd., New Delhi.
2. S.P.Jain, K.L.Narang, "Financial Accounting analysis", 3rd revised Edition, 2004, Kalyani publisher, New Delhi.
3. T.S.Grewal, S.C.Gupta, "Introduction to Accountancy", 8th revised Edition, 2008, S.Chand& company Ltd.,New Delhi.
4. R.K.Sharma, SashiK.Gupta, "Management Accounting, Principles and Practice", 7th revised Edition, 2008, Kalyani Publishers, New Delhi.
5. M.Y.Khan, P.K.Jain, "Management Accounting Text, problems and cases, 5th Edition,2010, Tata Mcgraw Hill publishing company ltd., New Delhi.

MB20105	STATISTICS AND QUANTITATIVE TECHNIQUES	L	T	P	C
		3	0	2	4

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
- To develop and investigate the OR models by facilitating the various problem solving techniques.
- To analyse and examine the results with the proposed recommendations for decision making in order to incorporate in the organization.

UNIT I

Introduction to Descriptive Statistics-Probability Distribution – Introduction – Binomial Distribution-Poison Distribution-Normal Distribution- Correlation Analysis -Karl Pearson Correlation-

Spearman Rank Correlation – Linear Regression - Multiple Regression

UNIT II

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

UNIT III

Introduction to Linear Programming problems (LP) – LP Formulations – Graphical Solution – Simplex Method

UNIT IV

Introduction –Classification Of Models-Transportation Models- NWCR, LCM, VAM –MODI Method- Assignment Problem- Game theory: Saddle Point Determination, Dominance Property, Two Person Zero-sum Game

UNIT V

Project Management –Introduction-Networking Techniques – CPM and PERT- Queuing theory –Queuing Discipline: M/M/1 and M/M/1/∞ FCFS/ Models

- Note : 80% numerical and 20% theory

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. J.K.Sharma, Operations research Theory and applications, 2017
4. Hamdey A.Taha, Introduction to operations research Prentice Hall India, Tenth edition, 2017

5. Fredericks, Hiller, Gerald J.LiebermanBodhibrata Nag Prectambasu, Operations research 9e, Mcgraw hill education, 9th edition, 2017.

MB20106	INFORMATION MANAGEMENT	L	T	P	C
		2	0	2	3

COURSE OBJECTIVE

- To learn the fundamentals of MIS concepts using an integrated framework for describing and analyzing information systems.
- Will understand the most up-to-date and comprehensive overview of Information systems used by business firms today.
- To learn the social tools, mobile technology, and location-based services used for transforming marketing and advertising.
- To understand the important tools and technologies used for safeguarding information resources.
- To learn the decision-making constituencies in an organization with the help of business intelligence.

UNIT I Information Systems in Networked Enterprise

Emerging Digital Firm – Business Objectives – Dimensions of Information Systems – Academic Disciplines – Technical Approach – Behavioural Approach – Global E-Business and Collaboration – Business Processes – Relation between Business Processes and Information Systems – Systems for different Management groups – Collaboration - Social business – Tools and Technologies for collaboration and social Business.

UNIT II Organizations, Strategy and Ethical Issues in Information Systems

Impact of Information Systems on Organizations – Economic Impact – Organizational and Behavioural Impact – Porter's Competitive forces Model – Business Value chain Model – Challenges of Strategic Information Systems – Aligning IT with Business Objectives – Ethical, Social and Political Issues raised by Information Systems – Model for

Ethical, Social and Political Issues – Key Technology Trends – Principles for Guiding Ethical Decisions – Ethical Analysis – Professional Code of Conduct – Privacy and Freedom in the internet age – Property Rights.

UNIT III IT Infrastructure and Database Management Systems

Introduction of IT Infrastructure – Hardware Platform – Operating System Platforms – Networking Platforms – Current Trends in Hardware Platform - Current Trends in Software Platform - Database Management Systems – Non-Relational Database, Cloud Databases and Block chain – Big Data – Business Intelligence Infrastructure – Computer Network – Types – Internet Addressing and Architecture – Web – Wireless Networking – RFID – Sensor Networks.

UNIT IV Information Security & Digital Markets

Malicious software-Viruses-Worms- Trojan Horses-Spyware-Hackers & Computer crime-Software Vulnerability-Business value of Security & Control-Information system controls-Risk Assessment –Security Policy-Disaster Recovery Planning-Auditing-Firewalls, Intrusion Detection System-Anti-Malware software-Encryption-Securing Transition with block chain –Ensuring software quality-New e-commerce-Social, Mobile and Local –Digital Markets & Digital goods-Types of e-Commerce –Revenue Models-Social Network marketing –Electronic Data Interchange-M-Commerce.

UNIT V Artificial Intelligence, Decision Making & Building Information Systems

Knowledge Management Systems in Business –Value Chain-Types-Machine Learning-Expert Systems-Neural networks-Genetic Algorithms-Neural Language processing –Robotics-Intelligent Agents-Decision Making-Types of Decisions –Decision Making Processes-High velocity Automated Decision making –Business Intelligence-Analytics Capability-Balanced Scorecard – Group Decision –Support Systems-Building Information System-System Analysis and Design- Structured Methodology-Object Oriented Development-Computer Aided Software Engineering-Practical

System Life Cycle-Prototypes-End-user Development-Rapid Application Development-Agile Development.

LEARNING RESOURCES

1. Kenneth C. Laudon, Jane P. Laudon, Jane P. Laudon (2020) – “*Management Information Systems: Managing the Digital Firm*” – 16th Edition – Pearson
2. James O'Brien and George Marakas (2019) – “*Management Information Systems*” – 11th Edition – MH Education
3. Efraim Turban, Carol Pollard, Gregory Wood (2018) - “*Information Technology for Management: On-Demand Strategies for Performance, Growth and Sustainability*” - 11th Edition - Wiley
4. Waman S Jawadekar (2017) – “*Management Information Systems : A Global Digital Enterprise Perspective*” – 5th Edition – Tata McGraw Hill Publishing Co Ltd
5. EwaZiemba (2017) – “*Information Technology for Management: New Ideas and Real Solutions*” – 1st Edition – Springer
6. A. R. Prathap Reddy (2017) – “*Information Technology for Managers*” – 1st Edition – Notion Express

MB20107	MANAGERIAL SKILLS AND COMMUNICATION	L	T	P	C
		2	0	2	3

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.
- 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 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

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 III

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

Writing CVs & Application Letter, Group discussions, interview, types of interview, candidates' preparation, Interviewers preparation; Impact of Technological Advancement on Business Communication- oral Communication, principles of successful oral communication, two sides of effective oral communication, effective listening, non – verbal communication, Body language, Paralanguage.

UNIT V

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.

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

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. P.D. Chaturvedi – Business Communication (Pearson Education, 3rd Edition 2006).
5. Sharma R.C., Mohan Krishna – Business : Correspondence and Report Writing (Tata McGraw Hill, 3rd Edition).
6. Rajendra Pal –Business Communication (Sultanchand& Sons Publication)

MB20108	CAREER DEVELOPMENT COURSE - I	L	T	P	C
		2	0	2	3

COURSE OBJECTIVES

- To improve aptitude problem solving skills and reasoning ability of the students
- To understand the importance of verbal and written communication in the work place
- To enable to solve problems with speed and accuracy and be creative

UNIT I NUMBER SYSTEMS

Understanding the types and properties of Numbers, finding unit digits, factors, remainders and solving the problems on LCM, GCD, Fractions and decimals, application on Surds and Indices.

UNIT II ARITHMETIC – I

Learning the concept of Percentages and its significance on Profit and Loss problems involving finance and business transactions, transformation of problems into Linear equations and outcomes.

UNIT III LOGICAL REASONING

Ability to use structured thinking to deduce from short passages, to interpret patterns, number sequences and human relationships.

UNIT IV IDEA GENERATION & LATERAL THINKING

Conceiving innovative ideas and analysing problems in unique ways and deriving feasible solutions, significance of Email writing and its etiquettes.

UNIT V GOAL SETTING AND PRIORITIZING

Accomplishing SMART goals and determining urgent and important duties.

- Note : 60% Aptitude - Multiple Choice Questions(only quants)
- 40% Aptitude - Descriptive(8/10)
- (50% internal & 50% external)

LEARNING RESOURCES

1. Dinesh Khattar-The Pearson Guide to Quantitative Aptitude for competitive examinations, Pearsons Publications.
2. Archana Ram-Placemtor-Tests of Aptitude for Placement Readiness, OXFORD University press-2018
3. AbijithGuha-Quantitative Aptitude for all competitive examinations-6th edition-McGraw Hill publications.
4. Jeff Butterfield –soft skills for everyone –Cengage leraning in dia private ltd
5. Edward D Bono – six thinking hats-little brown and company

SEMESTER-II

MB20201	HUMAN RESOURCES MANAGEMENT	L	T	P	C
		2	0	2	3

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. Uday Kumar Haldar, Juthika Sarkar. Human Resource management. Oxford. 2012.

MB20202	CORPORATE FINANCE	L	T	P	C
		3	0	2	4

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

Meaning, Nature, Scope and Objectives of Financial Management - Role of Financial Manager. Time value of Money - Risk-Return relationship - Sources of finance.

UNIT II

Capital Budgeting: Definition-Concept – importance – Factors affecting capital Investment decisions- methods of appraisal - Capital Rationing - Risk analysis in Capital Budgeting (Probability and Decision Tree Analysis).

UNIT III

Cost of Capital: Definition- Computation for each source of finance and weighted average Cost of capital. Leverages - Operating leverage - Financial leverage - Composite leverage.

UNIT IV

Capital Structure: Meaning – Importance –Optimal capital structure - Theories of capital structure- Factors determining the capital structure, Dividend Policy: Dividend Decision and valuation of Firms –Determinants of Divided Policy- Types of Dividend policy – Forms of dividend.

UNIT V

Working Capital Management: Definition and Concept of working capital- Kinds and importance of working capital- Factors affecting Working Capital requirements – Management of working capital - Forecasting Working Capital requirements - Cash Management - Receivables Management - Inventory Management.

Note: 40% of the questions shall be theory and 60% of the questions shall be problems.

LEARNING RESOURCES

1. M.Y.Khan, P.K.Jain, “Financial Management, Text, problems and cases”, 6th Edition, 2008, Tata Mcgraw -Hill publishing company Limited, New Delhi.
2. I.M.Pandey, “Financial Management”, 9th Edition, 2006, Vikash Publishing House Pvt Ltd., New Delhi.
3. ShashiK.Gupta, R.K.Sharma, “Financial Management Theory and Practice”, 5th revised enlarged Edition, 2006, Kalyani Publishers, New Delhi.

4. Dr.S.N.Maheshwari, “Financial Management Principles and Practice”, 1st Edition, 2005, Sultan Chan & Sons, New Delhi.
5. Prasanna Chandra, “Financial Management–Theory & Practice”, 7th Edition, 2004, Tata McGrawHill, New Delhi.

MB20203	OPERATIONS MANAGEMENT	L	T	P	C
		3	0	2	4

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 Introduction to Operations Management

Operations management – Meaning, Objectives and Functions; Operation strategy – Strategic decisions in operations; Process planning – Steps and Classifications of manufacturing systems; Make or Buy decisions (Numerical); Forecasting – Types and Methods (Numerical)

UNIT II Capacity, Location and Layout planning

Capacity planning – Framework and Types; Location Planning – Location Decision Factors and Planning methods (Numerical); Layout planning – Planning and Principles of Layout, Classification of Plant Layout; Production Planning and Control – Functions, Sequencing and Scheduling (Numerical); Manufacturing Resource Planning

UNIT III Supply chain, Purchase and Stores Management

Supply Chain Management – Strategy, Design and Integration, Vendor Selection Criteria and Rating (Numerical); Materials Requirement Planning (MRP I) – Planning Elements and Inputs (Numerical); Purchase Management – Principles, Process and Types of Purchasing Systems; Stores Management – Functions, Location, Layout and Accounting Procedures

UNIT IV Inventory Management and Work study

Inventory Management – Meaning, Types, Costs and Models – Purchasing Model without and with Shortages, Manufacturing Model without and with Shortages (Numerical), Selective Inventory Controlling Techniques (Numerical); Work study – Method study – Steps and Recording Techniques, Work Measurement (Time study) – Steps, Techniques and Estimation of Standard time (Numerical)

UNIT V Quality, Maintenance and Project Management

Quality Management – Concepts, Cost of quality, Dimensions, Tools, Statistical Quality Control charts – \bar{X} and Range, c chart and p chart (Numerical); Maintenance Management – Functions, Objectives, Types of plant maintenance, Cost balance, Types of failures, Individual and group machine replacements (Numerical); Project Management – Meaning, Phases / Framework, Roles and Responsibilities of Project manager

Note: Theory Problem Ratio as per University Examination Question Paper

Mandatory Theory - Problem Ratio- 20:30(Part A: Part C)

Optional Theory - Problem Ratio - 50:50 (Part B; Either [Theory] Or [Problem])

LEARNING RESOURCES

1. Sidhartha S. Padhi, Operations Management – Text and Cases, Star Business Series, 2018
2. R. Panneerselvam, Production & operations management, Prentice Hall India private limited, 2017.
3. Mahadevan B., Operations Management Theory and Practice, Pearson Publication, 3rd Edition, 2015

4. Norman Gaither and Greg Frazier, Operations Management, 9th Edition, Cengage publications, 2002 (Reprint 2013)
5. Aswathappa, K., Shridhara Bhat, K., Production and Operations Management, Himalaya Publishing House, 2014

MB20204	ENTREPRENEURSHIP	L	T	P	C
		3	0	2	4

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– Business Incubators– Rural entrepreneurship, social entrepreneurship, women entrepreneurs– The entrepreneurial mind– set– Key attributes an entrepreneur –Entrepreneurship today, Types of Entrepreneurs, Entrepreneurial Competencies, entrepreneurial environment, Micro, Small, Medium enterprises

UNIT II

Myths and realities of entrepreneurship–Transition from college/regular job to the world of startups–India’s start up revolution– Trends, Imperatives, benefits–Entrepreneurial stress—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–What is creativity – individual and group creativity – Generation of creative ideas in individual- Thinking Hats methods-generation of creative ideas in groups – Establishing a new enterprise-Forms of enterprise-Feasibility study—Human resource

planning- Market Segmentation–Market sizing,–Marketing plan, pricing– Managing cash flow–Rigor of another kind: Heuristics and Gut –feel

UNIT IV

Business plan– How to develop it—copy, defensibility –Venture feasibility analysis –Pitching–Organizational form –partnership, sole proprietorship, corporation– Intellectual property copyright–trademarks–Law vs Ethics– Legal expenses, hiring the service provider—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–, Idea/Patent, Driving force and capital infusion–Minimum viable product – Name of product/service–Website/Visiting card/Office space–Struggles–Causes of failure–Product/market, financing, managerial - 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.

MB20205	LEGAL AND BUSINESS ENVIRONMENT (MICRO AND MACRO)	L	T	P	C
		3	0	2	4

COURSE OBJECTIVES

On completion of this course the participants expected to

- To identify the significant place of legal system in the micro and macro environment of business
- To describe the salient provisions relating to Indian contract act, Sale of Goods Act, IPR, Companies Act, and other acts relating to public interest.
- To keep 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 law and its significant place of micro and macro environment of business – 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; Labour and Trade Union laws - 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.

MB20206	INDIAN ETHOS AND CORPORATE STRATEGY	L	T	P	C
		3	0	2	4

COURSE OBJECTIVES

- To equip students to understand Indian ethos
- 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.

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 Hertiage 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 stake holders, Trans–cultural Human values, Secular Vs spiritual values, value system in work culture.

UNIT III

Introduction to strategic management–phases of strategic management – environmental scanning– 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 IV

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–strategic audit–SWOT–TOWS matrix–business level strategies–corporate strategies–portfolio analysis–corporate parenting–functional strategies–strategic choice–grand strategy.

UNIT V

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.

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. Biswanath Ghosh, Ethics in Management and Indian Ethos, Second Edition, Vikas Publishing Housing Pvt.Ltd, 2009.
5. Swami Anubhavananda, Aryakumar, Ethics in management, insights from Ancient Indian wisdom, Ane Book, Chennai, 2000.

MB20207	RESEARCH METHODS IN BUSINESS	L	T	P	C
		2	0	2	3

COURSE OBJECTIVES

- To develop a research plan for execution.
- To comprehend and apply effective research techniques to solve organization 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–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.

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.

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.

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.

UNIT V

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

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', 4thedition,Tata McGraw–Hill Education.2007
4. Churchill, Lacobucci&Israel, Marketing Research–A South Asian Perspective'CengageLearning, 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.

MB20208	BUSINESS ANALYTICS (PRACTICAL COURSE)	L	T	P	C
		0	0	4	2

COURSE OBJECTIVES

- To learn the Analytical Models and Data Dashboards using Excel
- To understand the design of various models for summarizing and visualizing data
- To understand how to build good spreadsheet models, What-If analysis & linear optimization models
- To learn how to apply various statistical techniques using SPSS package
- To understand the recent developments in visualization software like Tableau, Rapid Miner, Power BI, R and Python programming

UNIT I Decision Making and Data Visualization

Decision Making – Business Analytics Defined – Categorization of Analytical Methods and Models – Big Data – Business Analytics in Practice – Descriptive Statistics – Types of Data – Modifying Data in Excel – Creating Distributions from Data – Measures of Location – Measures of Variability – Analyzing Distributions – Measures of Association between Two Variables – Data Visualization – Table – Charts – Advanced Data Visualization – Data Dashboards

UNIT II Linear Regression & Forecasting

Linear Regression & Forecasting – Simple Linear Regression Model – Least Square Method – Multiple Regression Model – Inference and Regression – Time Series Patterns – Forecast Accuracy – Moving Averages and Exponential Smoothing – Regression Analysis for Forecasting

UNIT III Optimization Models

Spreadsheet Models & Linear Optimization Models – Building Good Spreadsheet Models – What-If Analysis – Useful Excel Functions for Modeling – Linear Optimization Models – Simple Maximization Problem – Simple Minimization Problem – Sensitivity Analysis

UNIT IV Analysis using SPSS

SPSS - Getting Started - Designing a Study - Preparing a Codebook - Getting to know IBM SPSS - Preparing the Data File - Creating a Data File and Entering Data - Descriptive Statistics - Using Graphs to Describe and Explore the Data - Manipulating the Data - Checking the Reliability of a Scale - Choosing the Right Statistic - Statistical Techniques to Explore Relationships among Variables – Correlation - Partial Correlation - Multiple Regression - Factor Analysis - Non-Parametric Statistics - t-Tests - One-Way Analysis of Variance - Two-Way Between-Groups ANOVA

UNIT V Introduction to Latest Data Visualization Tools

Data Visualization – Recent Developments in Visualization Software - Introduction to Tableau, Rapid Miner, Power BI, Machine Learning R & Python Programming – Simple Exercises

100% Practical

LEARNING RESOURCES

1. Jeffrey D. Camm, James J. Cochran, Michael J. Fry, Jeffrey W. Ohlmann, David R. Anderson, Dennis J. Sweeney, Thomas A. Williams – “Business Analytics” – Cengage – 3rd Edition – 2019
2. Anil Maheswari - “Data Analytics”- McGraw Hill Education (India) Private Ltd, Sixth reprint 2019
3. Andy Field - "Discovering Statistics Using IBM SPSS Statistics" - Sage Publications Ltd - 5th Edition - 2018
4. Juliant Pallant – “SPSS Survival: A step by step guide to data analysis using IBM SPSS” – McGraw Hill Education – 6th Edition - 2016.
5. Tim Costello, Lori Blackshear – “Prepare Your Data For Tableau: A Practical Guide To The Tableau Data Prep Tool” – Apress – 1st Edition – 2020
6. Daniel G. Murray - "Tableau Your Data!: Fast and Easy Visual Analysis with Tableau Software" - 2nd Edition - January 2016
7. Markus Hofmann, Ralf Klinkenberg - “RapidMiner: Data Mining Use Cases and Business Analytics Applications” - Chapman and Hall/CRC – 1st Edition – 2016
8. Vijay Kotu and Bala Deshpande - "Predictive Analytics and Data Mining Concepts and Practice with Rapidminer" - 1st Edition - 2015
9. James (JD) Long – “R Cookbook” - O’Reilly Media Inc. - 2nd Edition – 2019
10. Sandip Rakshit - "R Programming for Beginners" - McGraw Hill Education - First edition (21 July 2017)
11. Brian Larson - "Data Analysis with Microsoft Power BI" - McGraw-Hill Education - 1st Edition – 2020
12. Dan Clark - "Beginning Power BI with Excel 2013" – Apress - 1st Edition (10 October 2014)
13. Gowrishankar S, Veena A - “Introduction to Python Programming” - Chapman and Hall/CRC – 1st Edition - 2018

Practical Paper

1. Internal Marks - 60
2. End Semester Practical Examination Marks - 40

MB20209	CAREER DEVELOPMENT COURSE– II	L	T	P	C
		1	0	1	1

COURSE OBJECTIVES

- To improve aptitude problem solving skills and reasoning ability of the students
- To understand the importance of verbal and written communication in the work place
- To enable to solve problems with speed and accuracy and be creative

UNIT I ARITHMETIC - II

Applying the concepts of Ratios in solving problems on Proportions, Mixtures and Allegations.

UNIT II MODERN MATHEMATICS

Overview of Set theory concepts and their usage in solving problems, understanding the functions, analyzing and interpreting the data in the form of tables, charts and graphs and Data Sufficiency.

UNIT III ANALYTICAL REASONING

Analyzing and interpreting the passage through relations.

UNIT IV – COMMUNICATION - I

Group discussion, resume writing.

UNIT V – COMMUNICATION - II

Personal Interview.

- Note : 60% Aptitude - Multiple Choice Questions(50% quants, 50% verbal)
- 40% Aptitude - Descriptive(8/10)
- (50% internal & 50% external)

LEARNING RESOURCES

1. Dinesh Khattar-The Pearson Guide to Quantitative Aptitude for competitive examinations, Pearsons Publications.
2. Archana Ram-Placemtor-Tests of Aptitude for Placement Readiness, OXFORD University press-2018
3. AbijithGuha-Quantitative Aptitude for all competitive examinations-6th edition-McGraw Hill publications.
4. A.P. Bharadwaj-General English for Competitive Examination-Pearson Education
5. Showick Thorpe-English for Competetive Examination-Pearson Education.

SEMESTER-III

MB20301	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

MB20FM01	Investment Analysis and Portfolio Management	3	0	2	4
MB20FM02	Financial Markets, Institutions and Instruments	3	0	2	4
MB20FM03	Technology in Finance	3	0	2	4
MB20FM04	Mergers, Acquisitions and Corporate Valuation	3	0	2	4
MB20FM05	Financial Derivatives	3	0	2	4
MB20FM06	International Finance	3	0	2	4
MB20FM07	Behavioral Finance	3	0	2	4
MB20FM08	Taxation	3	0	2	4

MB20FM01	INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT	L	T	P	C
		3	0	2	4

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 Introduction to Investment

Investment Objectives – Investment Process – Avenues of Investment – Investment and Speculation – Investment information – Risk and Return – Types of Risk - Risk Return Trade off – Risk Exposure – Expected Return - Risk and Return analysis of individual securities – Standard Deviation

UNIT II Securities Market

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 Fundamental and Technical Analysis

Fundamental analysis: Economic analysis – Economic forecasting and Stock Investment Decisions. Industry analysis – Industry classification - Industry life cycle – Evaluating Industry Relevant factors. Company Analysis – Forecasting earnings. Technical Analysis – ROC –MACC – Oscillators –Trends – RSI

UNIT IV Valuation of Securities

Valuation of Securities – Valuation of Equity – dividend discount model – Zero Growth Model – Constant Growth Model. Valuation of Preference shares – Valuation of Bonds – YTM – YTC Arbitrage pricing Theory – CAPM – EMH.

UNIT V Portfolio Management

Portfolio Management – Steps in Portfolio Construction – Diversification – types of Diversification – Portfolio Risk and Return analysis – Markowitz portfolio selection model. Portfolio Evaluation – Jenson Index – Sharpe Index – Treynor's Index — Portfolio Revision – Optimal Portfolio

(Note: 60% of the questions shall be theory and 40% of the questions shall be problems)

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.

MB20FM02	FINANCIAL MARKETS, INSTITUTIONS AND INSTRUMENTS	L	T	P	C
		3	0	2	4

4. Security Analysis and Portfolio Management, Prasanna
5. Chandra, Tata McGraw Hill.

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 – Digitalization in Financial system – pros and cons – Financial Sector reforms

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 – Functions and Role of RBI - RBI Act 1934, Negotiable Instruments Act 1881, Banking Regulations Act, 1948 – Role of Banks in Indian Financial system – NBFCs

UNIT III Equity, Bond and Money Market

Equity market – primary and secondary market – SEBI rules for IPO and listing. Bond market –types. Money market securities – globalization of money markets - background of money market - risk and valuation.

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 – Exchange Rate Theories

UNIT V Derivatives Market

Derivatives – Definition – Types – Forward – Futures – 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.

(Note: 100% of the questions shall be theory)

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

MB20FM03	TECHNOLOGY IN FINANCE	L	T	P	C
		3	0	2	4

COURSE OBJECTIVES

- To provide a strong understanding of what's happening in fintech
- To discover fundamental drivers of technology such as artificial intelligence
- To leverage financial innovations' disruptors within a competitive landscape

UNIT I Introduction to Fintech

Meaning of Fintech - Why FinTech – Fintech Evolution - FinTech companies, The Future of Data-Driven Finance – The future of transactions and marketplace

UNIT II Technology in Banking Industry

CBS - P2P Payment systems, Payment Banks; Digital Wallets;, mobile banking; FinTech in NBFC segment: Consumer and SME finance – eKYC, eSign, eNACH, India Stack, Monitoring Retail Credit through Technology

UNIT III InsurTech

FinTech in Insurance Industry – P2P Insurance, On-demand insurance, Claim Management, Technology reshaping insurance industry, leading innovation in non-traditional insurance, Using predictive analytics in insurance.

UNIT IV FinTech Driven Equity Advisory

FinTech in Wealth Management Industry – Financial Advice, Automated Advice, Equity Research FinTech; Alternative Finance: Microfinance, Peer-to-peer lending, Crowd-funding; Fintech in Mutual Funds

UNIT V Changing Fintech Landscape

Blockchain technology – Fintech and Hyper personalization using Big data – Robotics process automation – Conversational interface – Mobile payments interface

(Note: 100% of the questions shall be theory)

LEARNING RESOURCES

1. Seth Swanson, “FinTech: For Beginners! Understanding & Utilizing The Power Of Financial Technology”, Kindle Edition, 2016
2. Agustin Rubini, “Fintech in a Flash: Financial Technology Made Easy”, Banking Innovations, Kindle Edition, 2017
3. Theo Lynn, John G. Mooney, Pierangelo Rosati & Mark Cummins (Ed), “Disrupting Finance: FinTech and Strategy in the 21st Century”, Palgrave Macmillan, Studies in Digital Business & Enabling Technologies) Kindle Edition, 1st Edition, 2019.

MB20FM04	MERGERS, ACQUISITIONS AND VALUATION	L	T	P	C
		3	0	2	4

COURSE OBJECTIVES

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

UNIT I Mergers and Acquisitions

Mergers and Acquisitions – Meaning and Types – motives behind mergers – theories of mergers – operating, financial and managerial synergy of mergers – value creation in mergers – internal and external change forces contributing to M & A activities

UNIT II Corporate Restructuring

Methods of Restructuring – Joint Ventures – Sell off and Spin off – Divestitures – Equity Carve out – Leveraged Buyouts (LBO) – Management Buyouts – Master Limited Partnerships – Employee Stock Ownership Plans (ESOPs)

UNIT III Strategic Aspects of 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 IV 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. Methods of financing mergers – cash offer, share exchange ratio

UNIT V Valuation

Valuation as a tool for strategic negotiations - Approaches – Discounted Cash Flow Valuation – Relative Valuation – Net Physical Assets method – Yield method - Valuing Operating and financial synergy – Valuing corporate control – Valuing of LBO

(Note: 60% of the questions shall be theory and 40% of the questions shall be problems)

LEARNING RESOURCES

1. Patrick A Gaughan, Mergers, Acquisitions, and Corporate Restructurings, 6ed, 2017
2. Manu Sharma, Mergers & Acquisitions and Corporate Valuation, (DT–Management Textbooks), 2015
3. Chandrashekar Krishnamurti, Mergers, Acquisitions and Corporate Restructuring, SAGE Publications Pvt. Ltd., 1st Edition, 2008
4. Donald DePamphilis, Mergers, Acquisitions, and Other Restructuring Activities, An Integrated Approach to Process, Tools, Cases, and Solutions, 9th Edition, 20

MB20FM05	FINANCIAL DERIVATIVES	L	T	P	C
		3	0	2	4

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

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

UNIT II Forward and Futures

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

UNIT III Options

Types of Options – Differentiate European & American options – Call option and put Option – option pricing models – Binomial Model – Black and Scholes – Volatility

UNIT IV Swaps

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

UNIT V Other Derivatives

Risk Management Using Derivatives – Exotic Derivatives – Weather Derivatives – Credit Derivatives – Real Derivatives – Scenario Analysis and Simulation – developments and trends in the area of derivatives trading.

(Note: 60% of the questions shall be theory and 40% of the questions shall be problems)

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

MB20FM06	INTERNATIONAL FINANCE	L	T	P	C
		3	0	2	4

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 Introduction to International Finance

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

UNIT II Exchange Rate Theories

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 Risk in International Finance

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

UNIT IV Regulatory Framework

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

UNIT V International Capital Budgeting

International Project Appraisal – Relevance of Accounting and Taxation in International Business

(Note: 60% of the questions shall be theory and 40% of the questions shall be problems)

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.

MB20FM07	BEHAVIORAL FINANCE	L	T	P	C
		3	0	2	4

COURSE OBJECTIVES

- To introduce the new field of behavioural finance and underline its importance as a driving force in the global markets.
- To provide the conceptual framework of behavioural finance based on traditional and modern theories
- To impart the psychological aspects and challenges underlying the issue of rational and irrational behaviour
- To demonstrate the impact of news and timing from the corporate angle and highlight the ramifications of effective news communication.

UNIT I Basics of Behavioural Finance

Behavioural Finance: Nature, Scope, Objectives, Significance and Application. The Psychology of Financial Markets and Investor Behaviour, Behavioural Finance Market Strategies, Prospect Theory and Mental Accounting - Investors Disposition Effect.

UNIT II Building block of Behavioural Finance

Cognitive Psychology and limits to arbitrage. Demand by arbitrageurs; Risk - Noise-trader risk; Professional arbitrage; Destabilizing informed trading - Expected Utility as a basis for decision-making - Theories

UNIT III Rationality

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

UNIT IV Investor Behaviour

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.

(Note: 100% of the questions shall be theory)

LEARNING RESOURCES

1. Chandra, Behavioral Finance Paperback – 1 Jul 2017, McGraw–Hill Education.
2. Sulphey M.M., Behavioral Finance Paperback – 2014, PHI Learning Private Limited

MB20FM08	TAXATION	L	T	P	C
		3	0	2	4

3. Michael Mauboussin, More Than You Know–Finding Financial Wisdom in Unconventional Places, Columbia Business School Publishing, 2013
4. Williams Forbes, Behavioral finance, Wiley 2011
5. James Montier, The Little Book of Behavioural Investing: How not to be your own worst enemy, Little Books, Big Profits (UK), 2010.

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 – Heads of income and computation of total income under various heads – incomes excluded from total income (Sec 10, 10 A, 10 B and 11–13 A) - Taxation of Individuals including NRIs, HUF, Firms, LLPs – Trust and Charitable Institutions.

UNIT II Corporate Taxation

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

UNIT III Indirect Tax

Introduction to Indirect Taxes – Basic concepts of GST – Valuation of Goods – Meaning and Scope of Supply Under GST – Taxability – Taxes to be Subsumed and 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

(Note: 60% of the questions shall be theory and 40% of the questions shall be problems)

LEARNING RESOURCES

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

MARKETING MANAGEMENT					
MB20MM01	Consumer Behavior	3	0	2	4
MB20MM02	B2B Marketing	3	0	2	4
MB20MM03	Retail Management	3	0	2	4
MB20MM04	Marketing Analytics	3	0	2	4
MB20MM05	Integrated Marketing Communications	3	0	2	4
MB20MM06	Customer Analytics	3	0	2	4
MB20MM07	Product and Brand Management	3	0	2	4
MB20MM08	Social Media and Digital Marketing	2	0	2	3

MB20MM01	CONSUMER BEHAVIOR	L	T	P	C
		3	0	2	4

COURSE OBJECTIVES

- To introduce the student to the fundamentals of Consumer Behaviour.
- To understand the individual factors like motivation, perception, personality, learning, self image and lifestyle and their influences.
- To learn the influence of family, group, culture, values, demographics and social stratification upon consumer behaviour.
- To decipher the consumer decision making process through several models.
- To explore the role of communication and other emerging issues in understanding consumer behavior

UNIT I

Concepts (Purchase, Usage and Disposal) – Significance – Evolution of Consumer oriented Market - Dimensions of Consumer Behavior – Consumer decision making Process- Change in consumers consumption pattern - Factors influence the Consumer Behavior (Internal and External Factors) - Marketing impact on consumers - Application of knowledge of Consumer Behaviour in marketing decisions.

UNIT II Individual Factors

Psychological Influences on consumer behavior –Psychographics - Consumer Motives - motivation – Perception – Personality - Learning and Attitude- Self Image and Life styles – Consumer expectation and satisfaction - Case Studies

UNIT III External Factors

Change in Society; Value and Consumption Pattern, Demographics and Social Stratification - Culture, Sub Culture Cross Culture - Family group; Family life cycle – Group; Types of group, Reference group.

UNIT IV

Importance of consumer behaviour models, Industrial and individual consumer behavior models - Traditional Models: Micro Economics and Macro Economics model - Contemporary Models: Howard-Sheth, Engel – Kollat, Webstar and wind Consumer Behavior Models – Models on Consumers adoption of Technology: Theory of Planned Behaviour, TAM, UTAUT- Implications of the models on Marketing decisions.

UNIT V

Communication Influences on Consumer behavior, Consumers High and low involvement on purchase – Neural Marketing - Is Neural Marketing a myth? – Pre-purchase and post-purchase behavior- Online and offline purchase decision process – Online sentiment - Diffusion of Innovation – Managing Dissonance - Emerging Issues.

LEARNING REFERENCES

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. Leon G.Schiffmanand Leslie LasarKanuk, Consumer Behaviour, 10 Edition, Pearson Education, India, 2012.
4. David L.Loudonand Albert J Della Bitta, 'Consumer Behavior', McGraw Hill, NewDelhi 2010.

MB20MM02	B2B MARKETING	L	T	P	C
		3	0	2	4

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

Fundamentals of inter-organizational marketing: - Review of inter-organizational markets- Demand on inter-organizational markets - Hands-on inter-organizational markets - Classification commercial practices - Classification of markets - B2B and e-commerce. The behavior of customers at the B2B markets: - purchasing process - purchasing roles - The development of needs at the organizations.

UNIT II

Research on B2B markets: - Marketing Information System - Research facilities - Analysis of competition - Benchmarking. Strategic marketing planning: - Segmentation of the market - Methods and devices of strategic marketing planning.

UNIT III

Product Policy of established products: - Classification of the product types - The life cycle of the product - Management products - Strategies for established products. Product policy of new product development: - Strategies for the development of new products - Marketing systems - Marketing of engineering services.

UNIT IV

Pricing : - Price – Pricing - Pricing strategies - The pricing policy - Price on the Internet - Financial marketing. The policy of distribution: - direct sales - Indirect sales - Management of conflicts on the way - Internet as a distribution channel - Multi-channel distribution.

UNIT V

Vertical specialization: - Choosing industry – specialization - Expanding to other verticals in the industry. Selling : - Sales department - Keeping the sales department - Customer relationship management. Strategies of communication: - The communication process in B2B – Public relations – Advertising - Trade fairs and exhibitions - B2B Direct marketing: - The Basics – Tasks - Forms.

LEARNING RESOURCES

1. Michael D.Hutt, Thomas W.Speh, "Business Marketing Management, B2B", Tenth Edition, Cengage Learning
2. Robert Vitale, Joseph Giglierano and WaldemarPfoertsch, "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

MB20MM03	RETAIL MANAGEMENT	L	T	P	C
		3	0	2	4

COURSE OBJECTIVES

- 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

Introduction - Definition - scope – Characteristics – Evolution – Functions – The retailing process - Managing a retail store / chain - Classification of retail formats - Private label brands or store brands - Retail industry in India -

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 Location – 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– Retailing 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 – 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 –[HarjitSinghS.](#) Chand Publishing, 2009
2. Chetan Bajaj, RajnishTuli, 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 McGraw hill Publishing Co. Ltd.
7. David Gilbert 'Retail Marketing Management' 2nd edition, Pearson Education
8. Swapna Pradhan – 'Retailing Management' 2nd edition, Tata McGraw hill Publishing Co. Ltd

MB20MM04	MARKETING ANALYTICS	L	T	P	C
		3	0	2	4

COURSE OBJECTIVES

- To understand the fundamentals of marketing analytics
- To differentiate different marketing metrics
- To compute customer lifetime value
- To perform marketing experiments
- To use regression analysis to perform marketing analytics

UNIT I The Marketing Process

Transformational role of analytics-Data-Why Marketing Analytics? - Introduction to the Marketing Process-Strategic Challenge- Marketing Strategy with Data-Using Text Analytics-Utilizing Data to Improve Marketing Strategy- Improving the Marketing Process with Analytics.

UNIT II Metrics for Measuring Brand Assets

Introduction to Metrics for Measuring Brand Assets-Snappe and Brand Value-Developing Brand Personality-Brand Personality-Developing Brand Architecture-Brand Architecture-Measuring Brand Value-Measuring Brand Value: Key Points-Revenue Premium as a Measure of Brand Equity-Calculating Brand Value- Measuring Brand Value

UNIT III Customer Lifetime Value

Customer Lifetime Value (CLV)-Customer Lifetime Value-Calculating CLV-Understanding the CLV Formula-Applying the CLV Formula-Extending the CLV Formula-Extending the CLV Formula-Using CLV to Make Decisions-CLV: A Forward-Looking Measure.

UNIT IV Marketing Experiments

Determining Cause and Effect through Experiments-Designing Basic Experiments-Designing Before - After Experiments-Designing Full Factorial Web Experiments-Designing an Experiment-Analyzing an Experiment-Analyzing an Experiment-Calculating Projected Lift-Pitfalls of Marketing Experiments-Maximizing Effectiveness: Nanoblocks.

UNIT V Regression Basics

Using Regression Analysis-What Regressions Reveal-Interpreting Regression Outputs-Multivariable Regressions-Omitted Variable Bias-Using Price Elasticity to Evaluate Marketing-Understanding Log-Log Models-Marketing Mix Models

LEARNING REFERENCES

1. Marketing Data Science: Modeling Techniques in Predictive Analytics with R and Python (FT Press Analytics) 1st Edition, Thomas W. Miller.
2. Marketing and Sales Analytics: Proven Techniques and Powerful Applications from Industry Leaders (FT Press Analytics) 1st Edition, Kindle Edition, by Cesar Brea.
3. Marketing Analytics: Optimize Your Business with Data Science in R, Python, and SQL Kindle Edition, by Dave Jacobs.
4. Marketing Analytics Kindle Edition, by Stephan Sorger.

MB20MM05	INTEGRATED MARKETING COMMUNICATIONS	L	T	P	C
		3	0	2	4

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, &KeyoorPurani, “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.

MB20MM06	CUSTOMER ANALYTICS	L	T	P	C
		3	0	2	4

COURSE OBJECTIVES

- To understand what customer analytics means
- To perform descriptive analysis on customer data
- To perform predictive analytics
- To perform prescriptive analytics
- To explore the future of analytics

UNIT I Overview of customer analytics

Importance of customer analytics, Basics of Customer analytics and Customer Life cycle, the classic view of the customer life cycle, Customer lifetime value measurement, Return on the Customer lifetime value, CRM and customer equity perspective.

UNIT II Descriptive Analytics

What is Descriptive Analytics? -Descriptive Data Collection: Survey Overview-Descriptive Data Collection-Descriptive Data Collection: Survey Design-Passive Data Collection-Media Planning-Causal Data Collection and Summary.

UNIT III Introduction to Predictive Analytics

Asking Predictive Questions-Regression Analysis, The Demand Curve-Regression Analysis, Making Predictions-Beyond Period - Making Predictions Using a Data Set-Data Set Predictions-Probability Models-Implementation of the Model-Results and Predictions.

UNIT IV Prescriptive Analytics-What is Prescriptive Analytics? - Using the Data to Maximize Revenue-Parameters of the Model-Market Structure-Competition and Online Advertising Models-Conclusion.

UNIT V Introduction to Application to Analytics

The Future of Marketing is Business Analytics-The Golden Age of Marketing-Applications-Radically New Data Sets in Marketing-The Perils of Efficiency-Power of Data.

LEARNING RESOURCES

1. Customer Analytics For Dummies Kindle Edition by Jeff Sauro., First Edition., 2015.
2. Advanced Customer Analytics: Targeting, Valuing, Segmenting and Loyalty Techniques (Marketing Science) 1st Edition by Mike Grigsby, Kogan Page; 1 edition (October 28, 2016).

MB20MM07	PRODUCT AND BRAND MANAGEMENT	L	T	P	C
		3	0	2	4

COURSE OBJECTIVES

- To introduce the students to the field of product management
- To know more about brands, packaging & positioning.
- To strategize on product, pricing, channel & Integrated Marketing communications
- Understand brand equity, brand personality, brand architecture, brand hierarchy, & corporate branding
- Devise branding strategies and develop new products.

UNIT I

Product management basics - what is a product - levels of product – classification - industrial and consumer – product system - product mix - product line – stretching - category attractiveness analysis - elements of product strategy over the life cycle.

UNIT II

Brands versus products - can anything be branded - branding challenges and opportunities - Strategic brand management process - brand elements- brand names – logos – symbols –slogans – packaging – Customer based brand equity - building a strong brand - Brand positioning - types of positioning.

UNIT III

Designing marketing programs - product strategy - pricing strategy - channel strategy – direct -indirect channels - web strategies - integrated marketing communications – advertising – promotion -

event marketing - public relations - personal selling - Secondary brand associations

UNIT IV

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

UNIT V

New product development - Brand extensions - Managing brands - over time - reinforcing brands - revitalizing brands – rebranding- retiring brands - adjustments to brand portfolios - Global brand strategy.

TEXT BOOKS (T):(RECOMMENDED BOOKS)

1. Kevin Lane Keller, 'Strategic Brand Management' 4th edition, Pearson, 2013
2. Donald R. Lehmann & Russell S. Winer 'Product Management, 4th edition McGrawHill Series in Marketing, 2004

REFERENCE BOOKS (R):

1. Philip Kotler, Kevin Lane Keller, A Frame Work for Marketing Management - 4th Edition - Pearson, 2011
2. A.K. Chital, Ravi Gupta, 'Product Policy and Brand Management-Text and cases', 3rd edition, PHI, 2016.
3. Kevin Lane Keller, 'Best Practice Cases in Branding: Lessons from the World's Strongest Brands', 3rd edition, Pearson, 2011
4. David Asker, 'Building Strong Brands' Free Press 1995

MB20MM08	SOCIAL MEDIA AND DIGITAL MARKETING	L	T	P	C
		3	0	2	4

COURSE OBJECTIVES

- To familiarize students with digitalization of business
- To understand marketing optimization in the digital platform.
- To investigate how social media influences marketing functions
- To improve students' capacity to identify the usage of smart phone in marketing.
- To learn the techniques used in digital analytics

UNIT I Digitalization of Business

The virtual world-Changing Marketing Landscape - the internet and business - online Marketing Domains - The behavioral Internet - E-Marketing and Traditional Marketing - Online advertising - Internet and Integrated Marketing communication - sales and Trade Promotion - - Generation Y - Expectations and Influence -Implications of Digital Change - Online Marketing Mix - Online consumer

UNIT II Marketing Optimization

Need for digital engagement –Search Engine Optimization – Key Words – Optimization of site – Increasing the site traffic through Content and Engagement - Search Engine Marketing - Key word value - Key word portfolio evaluation - Internet Marketing Metrics - Google AdWords - Cost per click - Cost per impression - Setting budgets - Defining target audience – formation of campaigns-Customer engagement - Brand customer Centricity - Traffic Building: Internet traffic plan - Search Marketing methods for Traffic building - Traffic volume and quality

UNIT III Social Media Marketing

Social Media-Social media model by Mc Kinsey - Marketing with Networks - Social world - Social Media Analytics - Social Media Tools - The social web - Viral Marketing - Social Curation and Brands -

Inbound Marketing and Co-Creation - Social Media - Engagement marketing through Content Management - Online campaign management using Facebook, Twitter, Corporate Blogs, Pinterest, Instagram - Sentiment Mining - Measuring Campaign effectiveness – Social media emerging as point of sales

UNIT IV Smart Phone and Application

Mobile Internet in India – Emergence of Smart App phones – Need for Mobile Marketing – Form of Mobile Marketing – Mobile Marketing Strategy – Mobile Advertising – M-Commerce – Mobile Application – Mobile application Vs Mobile Site - Types of Mobile application –App stores - Mobile Application as Marketing Channel - Sales Tracking solutions - Fleet tracking - Edutech - Hospital management – Entertainments - Aggregator models like Flipkart, Uber, Lync- Mobile application optimization and marketing.

UNIT V Digital Analytics

Consumer segmentation, Targeting and Positioning using Online tools - Market influence Analytics in a Digital ecosystem - Google Analytics - How Google analytics works – set up analytics account - Setup goals -Understanding different types of goals - bounce & bounce rate - Benefits of integrating adwords& analytics - Measuring performance of marketing campaigns via Google analytics - What is link tagging - How to set up link tagging - The contemporary digital Revolution- -The future of Marketing - Gamification and Apps - Case studies

LEARNING RESOURCES

1. Dan Zarrella, The Social Media Marketing Book (E Book) , Published by Orielly
2. Damian Ryan, Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation Paperback – Import, Kogan Page, Fourth Edition,
3. Vandana Ahuja, 'Digital Marketing' Oxford University Press, First Edition,
4. Hanlon Annmarie , Akins Joanna , Quickwin Digital Marketing: Answers to Your Top 100 Digital Marketing Questions Paperback PHI

5. MoutusyMaity, Internet Marketing- A practical Approach in the Indian Context, Oxford University Press, 2017 edition

OPERATION MANAGEMENT					
MB20OM01	Supply Chain and Logistics Management	3	0	2	4
MB20OM02	Quality Tool Kit For Managers	3	0	2	4
MB20OM03	Operations Strategy	3	0	2	4
MB20OM04	Sales and Operations Planning	3	0	2	4
MB20OM05	Operations Research Applications	3	0	2	4
MB20OM06	Management of Manufacturing Systems	3	0	2	4
MB20OM07	Sourcing Management	3	0	2	4
MB20OM08	Supply Chain Analytics	3	0	2	4

MB200M01	SUPPLY CHAIN AND LOGISTICS MANAGEMENT	L	T	P	C
		3	0	2	4

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 vsBuy 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

- Note : 100% theory

LEARNING RESOURCES

1. Janat Shah, Supply Chain Management, Pearson Publication, 2016
2. Agrawal, D.K., Text book of Logistics and Supply Chain Management, Macmillan Publications, 2015 Reprint 2009.
3. Martin Christopher, Logistics and Supply Chain Management, FT Publishing, 2016
4. Bowersox, Supply Chain Logistics Management, Tata McGraw Hill Publications, 2011

MB200M02	QUALITY TOOL KIT FOR MANAGERS	L	T	P	C
		3	0	2	4

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-Statistical quality control (numerical) – Continuous Improvement Tools – Benchmarking –Business Process Re–Engineering

UNIT IV

Quality Function Deployment – Failure Mode and Effect Analysis(numerical) – 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

- Note : 80% theory 20% problems

LEARNING RESOURCES

1. Poornima M. Charantimath, Total Quality Management, Pearson Education, 2017.
2. Dale H Besterfield et al., Total Quality Management, Pearson Publication, Third edition, 2015
3. James R Evans, Quality Management, Cengage Learning India private limited 2010.

MB200M03	OPERATIONS STRATEGY	L	T	P	C
		3	0	2	4

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

- Note : 100% theory

Learning Resources

1. Terry Hill, Operations Strategy: Design, Implementation and Delivery, Macmillan Education, 2018
2. Nigel Slack and Michael Lewis, Operations strategy, Second edition, Pearson publication, 2017
3. Yeming Gong, Global Operations Strategy: Fundamentals and Practice, Springer publication, 2013
4. C. Donald J. Waters, Donald Waters, Operations Strategy, Thomson publications, 2006

MB200M04	SALES AND OPERATIONS PLANNING	L	T	P	C
		3	0	2	4

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) (numerical).

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(numerical), Materials Requirement Planning (MRP) Elements and Methods

UNIT IV Operations Scheduling

Master Production Scheduling (numerical)) – 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

- Note : 80% theory 20% problems

LEARNING RESOURCES

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

MB200M05	OPERATIONS RESEARCH APPLICATIONS	L	T	P	C
		3	0	2	4

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

- Note : 80% numerical 20% theory

LEARNING RESOURCES

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

MB200M06	MANAGEMENT OF MANUFACTURING SYSTEMS	L	T	P	C
		3	0	2	4

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) – layout design procedures - manual and computerized methods (systematic layout design, CRAFT, ALDEP, CORELAP techniques) – Cellular manufacturing formation –Cell formation –Methods and production flow analysis

UNIT III

Flow shop Scheduling – Johnson’s Algorithm- M job 2 machines – M job 3 machines – Job shop Scheduling – types of schedules – schedule generation

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

- Note : 90% theory 10% problems

LEARNING RESOURCES

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

MB200M07	SOURCING MANAGEMENT	L	T	P	C
		3	0	2	4

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(numerical) – 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) (numerical) – Analytical Tools in Sourcing (Foreign Exchange Currency Management, Learning Curve, Quantity Discount Models) (numerical)

UNIT V

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

- Note : 80% theory 20% problems

LEARNING RESOURCES

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

MB200M08	SUPPLY CHAIN ANALYTICS	L	T	P	C
		3	0	2	4

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)

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)

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)

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 and Case Studies).

- Note : 60% theory 40% problems

LEARNING RESOURCES

1. A Ravi Ravindran, Donald P.Warshing, “Supply Chain Engineering, Models and Application”, CRC Press, Taylor and Francis Group, New York,2017
2. MuthuMathirajan, “Analytics in Operations/Supply Chain Management”, I.K International Publishing House Private Ltd, New Delhi,2015

3. G.Srinivasan, "Quantitate Models in Operations and Supply Chain Management", PHI Learning Pvt Limited, New Delhi, 2010
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					
MB20HR01	Employee Relations	3	0	2	4
MB20HR02	Human Resource Metrics and Analytics	3	0	2	4
MB20HR03	Compensation and Benefits Management	3	0	2	4
MB20HR04	Performance Management Systems	3	0	2	4
MB20HR05	Leadership & Team Dynamics	3	0	2	4
MB20HR06	Strategic HRM	3	0	2	4
MB20HR07	International HRM	3	0	2	4

MB20HR01	EMPLOYEE RELATIONS	L	T	P	C
		3	0	2	4

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, Neerajkumar, Employee Relations Management, Pearson Education India, 2011
2. Michael Salamon, Industrial Relations, Prentice Hall, 2000
3. Sharon Pande, SwapnalekhaBasak, Human Resource Management : Text and Cases , Vikas Publishing House

MB20HR02	HUMAN RESOURCE METRICS AND ANALYTICS	L	T	P	C
		3	0	2	4

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)

MB20HR03	COMPENSATION AND BENEFITS MANAGEMENT	L	T	P	C
		3	0	2	4

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

MB20HR04	PERFORMANCE MANAGEMENT SYSTEMS	L	T	P	C
		3	0	2	4

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

MB20HR05	STRATEGIC HRM	L	T	P	C
		3	0	2	4

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,

MB20HR06	INTERNATIONAL HRM	L	T	P	C
		2	0	2	3

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–WilHarzing, Ashly Pinnington

MB20HR07	LEADERSHIP& Team Dynamics	L	T	P	C
		2	0	2	3

COURSE OBJECTIVES

- To articulate an understanding of setting vision and mission as a leader.
- To appreciate that effective leadership is a multi-faceted process.
- To develop strategies for exhibiting global leadership skills.
- Analyze and describe the core attributes of effective team design.
- Identify the factors of ethical and power-based leadership of teams

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–Historical Development of Leadership and Management Development The Nature of Leadership and Management- Types of Leadership

UNIT II

Leadership Skills: Managing Power, Conflict, Problem Solving, Negotiation, Creativity, –Strategy, Planning and Goal Setting Leadership and Systems Thinking, Values, Culture Building, Leadership development through self-awareness and self-discipline, Succession, Coaching – Mentoring – Ginnett’s Team Leadership Model

UNIT III

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.

UNIT IV

Definition of Team Dynamics– Team composition, formation and development– Impact of Team dynamics on Performance– Team Performance and Motivation-Team decision making: Pitfalls and Solutions- team morale.

UNIT V

Experiential learning methodologies–T– group sensitivity training, encounter groups, appreciative enquiry, discovering facets of interpersonal trust through Johari window. Conflict resolution in teams, competitive vs collaborative behavior, developing collaboration.

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

MB20HR08	INDUSTRIAL PSYCHOLOGY	L	T	P	C
		2	0	2	3

COURSE OBJECTIVES

- Introduce fundamental theory of industrial psychology.
- Develop ability for solving problems involving employee - industry relationship

UNIT I

Introduction: Definition, Goals, Forces and Fundamental Concepts – Nature of People and Nature and Organizations - Historical Development of Industrial Organizational Psychology - Two Classic Studies – Time and Motion Study – Nature and Characteristics, Psychological implications and shortcomings – Objections to change, Intrusion as an outsider, increased feelings of insecurity- Hawthorne Studies – Five Experiments, Implications, Criticisms

UNIT II

Attitude and Job Satisfaction: Attitude – need and Importance of studying Attitude in Industry- Consequences of unfavourable attitude- Techniques to improve Attitude in Industry – Good Behaviour of Supervisor- Persuasion. Job Satisfaction-Definition, Determinants of Job Satisfaction – Personal factors - Factors related to the job - Factors controlled by the Management

UNIT III

Employee Stress and Counseling: Employees Stress – Definition, Symptoms of stress, Extreme products of stress – Burnout, Trauma, Work place trauma, Causes of stress – Job related causes of stress. Frustration – sources of frustration, Stress and Job Performance, Stress Vulnerability – Stress threshold. Perceived Control, Type A and B Type people. Employee Counseling – Need for Counseling, Counseling Types – Directed, Non-Directed, Participative Counseling.

UNIT IV

Performance Appraisal: Definition, Appraisal Process, And Appraisal Methods – Absolute Standards – Essay Method- Critical Incident Method - Check List Method- Graphic Rating Scale- Forced Choice Method- Behaviour Anchored Rating Scale (BARS)- Relative Standards – Group Order Ranking- Individual Ranking- Paired Comparison- Management by Objectives (MBO) 360* appraisal- Errors in appraising.

UNIT V

Conditions of Work and Accidents: Conditions of work: Physical Conditions of Work illumination, Noise, Color, Music, Temperature and Humidity. Temporal Conditions of Work – Hours of Work, Length of work Week. Flexible Working Hours, Rest Pauses, Shift Work, Psychological conditions of work – Boredom, Monotony and Fatigue. Industrial accidents – Definition. Causes and Prevention.

LEARNING RESOURCES

1. Blum M. L. , and Naylor J. C. Industrial Psychology, CBS Publishers and Distributors, New Delhi, 1984
2. Mohanty G. Industrial Psychology and Organizational Psychology, Kalyani Publishers, Ludhiana.
3. Schultz D. P. and Schultz E. S. Psychology and work today 6th edition, Mac Milan Publishing Company New York.
4. Aswathappa K. Human Resource and Personal Management, Tata McGraw Hill Pub. Co.m Ltd., New Delhi, 1997
5. Miner J. B. Industrial Organizational Psychology, McGraw Hill Inc., New York, 1992 Harrell

STRATEGY					
MB20SM01	Strategic Management of Services	3	0	2	4
MB20SM02	Competing in Global Markets	3	0	2	4
MB20SM03	Dynamics of Framing and Executing Strategy	3	0	2	4
MB20SM04	Entrepreneurship in Practice	3	0	2	4
MB20SM05	Foundations of Strategy Consulting	3	0	2	4
MB20SM06	Strategic Leadership	3	0	2	4
MB20SM07	Designing and Configuring Business Models	3	0	2	4
MB20SM08	Corporate Governance	3	0	2	4

MB20SM01	STRATEGIC MANAGEMENT OF SERVICES	L	T	P	C
		3	0	2	4

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. Bettie M.J. Goud, Apart P.J. Goud, Strategic Service Management: A guide into 20 different models, theories and concepts, Routledge, 2019.
2. 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.
3. Bart Van Looy, Paul Gemmel, Roland Van Dierdonck, Service Management: An Integrated Approach, Pearson Education, 3rd Edition, 2013
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, Wiley publications, 3rd Edition, 2001.

MB20SM02	COMPETING IN GLOBAL MARKETS	L	T	P	C
		3	0	2	4

COURSE OBJECTIVES

- To understand the process of globalization, national differences in political, economy, and culture, and ethical issues in international business.
- To explore the basic knowledge on trade and investment environment in which international business occurs.
- To understand the global monetary system in which international business transactions are conducted.
- To gain knowledge on strategies and structures that firms adopt to compete effectively in the international business environment.

- To understand how firms perform their key functions: manufacturing, marketing, R & D, human resource management, accounting, and finance, to compete and succeed in the international business environment.

UNIT I Globalization

The globalization of markets – national differences in political economy – political economy and economic development – Ethics in international business.

UNIT II The Global Trade and Investment Environment

International trade theory – the political economy of international trade – Foreign direct investment – Regional economic integration.

UNIT III The Global Monetary System

The foreign exchange market – the international monetary system – the global capital market.

UNIT IV The Strategy and Structure of International Business

The strategy of international business – the organization of international business – entry strategy and strategic alliances.

UNIT V International Business Functions

Exporting, importing, and countertrade – global production, outsourcing, and logistics – Global marketing, and R & D – Global Human Resource Management – accounting and finance in the international business.

LEARNING RESOURCES

1. Charles W. L. Hill, G. Thomas M. Hult, International Business, Competing in the Global Market place, McGraw Hill Education (India) Pvt. Ltd., 10th edition, 2018
2. Robert Groose and Klaus E. Meyer, The Oxford Hand book of Management in Emerging Markets, Oxford University Press, 2019.

3. Arthur A. Thompson Jr, Margaret Peteraf, John E. Gamble, Essentials of Strategic Management: The Quest for Competitive Advantage, McGraw-Hill Education 2018.
4. Fred R. David, Strategic Management: Concepts and Cases, Pearson, 2011
5. Robert Grosse, Emerging Markets Strategies for competing in global value chain, Kogan Page Limited, 2016

MB20SM03	DYNAMICS OF FRAMING AND EXECUTING STRATEGY	L	T	P	C
		3	0	2	4

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. Kenneth J. Carrig, Scott A. Snell, "Strategic Execution: Driving Breakthrough Performance in Business", Stanford University Press, 2019.
2. 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.
3. CTI Reviews, Crafting and executing strategy, the quest for competitive advantage, Cram 101 Text book reviews, 2016.
4. Timothy C. Daughtry, Gary R. Casselman, Executing strategy: From boardroom to frontline, Capital books Inc., 2009.

MB20SM04	ENTREPRENEURSHIP IN PRACTICE	L	T	P	C
		3	0	2	4

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. Mikkel Draebye, “Start-up Entrepreneurship: The smart way”, Egea, 2019
2. 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.
3. Arya Kumar, “Entrepreneurship: Creating and leading an Entrepreneurial Organization”, Pearson Publication, 2012.
4. Alan L. Carsrud and Malin E. Brannback, “Entrepreneurship”, Greenwood press, London, 2007.
5. Norris F. Krueger, “Entrepreneurship: Critical perspectives on Business and management”, Volume 2, Routledge, New York and London, 2002.

MB20SM05	FOUNDATIONS OF STRATEGY CONSULTING	L	T	P	C
		3	0	2	4

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. Richard Whittington, "Opening Strategy: Professional Strategists and Practice Change, 1960 to Today", Oxford University Press, 2019
2. Philippe Chereau, Pierre-Xavier Meschi, Strategic Consulting: Tools and methods for successful strategy missions, Springer, 2017
3. Larry E. Greiner, Flemming Poulfelt, THOMAS OLSON, Management Consulting Today and Tomorrow: Perspectives and Advice from 27 Leading World Experts, Routledge, 2010
4. Sofat, Rajni, Hiro, Preeti, Strategic Financial Management, second edition, PHI learning pvt. Ltd., 2015.

MB20SM06	STRATEGIC LEADERSHIP	L	T	P	C
		3	0	2	4

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. John Adair.” Strategic Leadership: How to Think and Plan Strategically and Provide Direction”, Kogan Page, 2019.
2. Victor C.X.Wang, Strategic Leadership, Information Age Publishing, 2018.
3. Charles W.L.Hill and Gareth R. Jones, Strategic Management—An integrated approach, Cengage Publishing, 2015
4. Steven J. Stowell and Stephanie S. Mead “The Art of Strategic Leadership: How leaders at all levels prepare”, John Wiley & Sons, 2017.
5. Thomas L. Wheelen and J. David Hunger, Concepts of strategic management and business policy, Pearson, 2010.

MB20SM07	DESIGNING AND CONFIGURING BUSINESS MODELS	L	T	P	C
		3	0	2	4

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. John Adair.” Strategic Leadership: How to Think and Plan Strategically and Provide Direction”,Kogan Page,2019.
2. Tim Clark and Bruce Hazen. Business Models for Teams. Penguin Publishing Group, 2017.
3. Osterwalder, Alexander, and Yves Pigneur. Business Model Generation: A Handbook For Visionaries, Game Changers, And Challengers. Wiley, 2010.
4. Alexander Osterwalder, Yves Pigneur, Gregory Bernarda, Alan Smith, Trish Papadakos, Value Proposition Design: How to Create Products and Services Customers Want. Wiley, 2010.

MB20SM08	CORPORATE GOVERNANCE	L	T	P	C
		3	0	2	4

COURSE OBJECTIVES

- To understand the principles of corporate governance and learn individual national governance structures.
- To learn actively the board of directors and their roles and responsibilities.
- To learn how to plan strategically, measure performance, and risk management.

- To understand compensation, ownership, financial reporting and auditing.
- To actively learn about the roles and responsibilities of shareholders and alternative models on governance.

UNIT I Corporate Governance

Introduction to corporate governance – International corporate governance – Individual National Governance Structures.

UNIT II Board of Directors

Board of Directors: Duties and Liabilities – Board of Directors: Selection, Compensation, and removal – Board of Directors: Structure and Consequences

UNIT III Strategy Planning, and Risk Management

Strategy, Performance measurement, and risk management – Labor market for executives and CEO succession planning.

UNIT IV Compensation, Ownership, and Auditing

Executive compensation and incentives – executive equity ownership - Financial reporting and external audit.

UNIT V Shareholders and Investors

The market for corporate control – institutional shareholders and activists investors – corporate governance ratings – alternative models for governance.

LEARNING RESOURCES

1. Gerardus Blokdyk, "Corporate Governance A Complete Guide, 5 starcooks, 2019
2. Corporate Governance Matters: A Closer Look at Organizational Choices and their Consequences, David Larcker, and Brian Tayan. Pearson Education, Inc. New Jersey, 2nd Edition, 2016.
3. Horngren's Cost Accounting – A managerial Emphasis, Srikant M. Datar, and Madhav V. Rajan. Pearson Education Limited, England, 16th Edition, 2018
4. G.N. Bajpai, The Essentials of Corporate Governance, Sage Publications 2016

MANAGEMENT INFORMATION SYSTEM					
MB20MI01	Managing Software Projects	3	0	2	4
MB20MI02	Managing Digital Innovation and Transformation	3	0	2	4
MB20MI03	E-Commerce and Digital Markets	3	0	2	4

MB20MI01	MANAGING SOFTWARE PROJECTS	L	T	P	C
		3	0	2	4

COURSE OBJECTIVES

- To understand software Project Management and to know the different software development models.
- To understand Software Integration Management.
- 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 – definition of a project- Project management- Program and Project Portfolio Management – Role of the project manager- Systems view of the project management- Project Phases and Project Life cycle – Context of the IT projects.

UNIT II Project Integration Management.

Project Integration Management – Strategic Planning and Project Selection - Preliminary Scope statements- Project Management Plans- Project Execution – Monitoring and controlling project work- Integrated change control – Closing projects

UNIT III Project Scope and Time Management

Scope Planning and the Scope Management Plan- Scope Definition and the project Scope statement- Creating WBS- Scope verification – Scope Control – Importance of Project Schedules – Activity Definition- Activity sequencing- Activity Resource estimating - Activity Duration estimating – Schedule Development.

UNIT IV Project Cost and Quality Management

Basic Principles of Cost Management- Cost Estimating- Cost Budgeting- Cost Control – Quality Planning – Quality Assurance-

Quality Control – Tools and Techniques for Quality Control – Modern Quality Management

UNIT V Project HRM and Communications Management

Key to Managing People – HRP- Acquiring the Project Team-
Developing the Project Team – Managing the Project Team –
Communications Planning – Information Distribution - Performance
Reporting- Managing Stakeholders.

LEARNING RESOURCES

1. Kathy Schwalbe (2019), “Information Technology Project Management”, Cengage.
2. Ashfaqe Ahmed (2019), “Software Project Management: A Process-Driven Approach”, 1st Edition, Auerbach Publications.
3. Bob Hughes, Mike Cotterell and Rajib Mall (2017), “Software Project Management”, McGraw Hill Education– 6th Edition.
4. PankajJalote (2016), “Software Project Management Practice”, Pearson.
5. Adolfo Villafiorita (2014), “Introduction to Software Project Management”, CRC Press, 1st Edition.
6. Joel Henry (2011), “Software Project Management”, Pearson.
7. Sanjay Mohapatra (2011), “Software Project Management”, Cengage.

MB20MI02	MANAGING DIGITAL INNOVATION AND TRANSFORMATION	L	T	P	C
		3	0	2	4

COURSE OBJECTIVES

- To understand digital transformations in the globalized world
- To explore model of transformation in the business world
- To develop digital capabilities in the transformation Scenario.
- To understand the challenges on using digital platform for business
- To face the challenges in transformation

UNIT I Introduction

Introduction to Digital Transformations: Essentials of digital transformations – 5 stages of transformation

UNIT II Planning

Gap identification – External, internal – Bridging the gaps – How external gaps form – Engaging customers for digital transformation- Source of Internal Gaps-Shared vision for transformation

UNIT III Pre-Transformation

Uncovering internal barriers- assets and resources for transformation – Routes to transformation-Case studies

UNIT IV Transformation

Problems in Transformation – Iterating for implementation – Stages of evaluation- Mistakes in Iteration – Managing iterative projects

UNIT V Managing Transformation

Design Thinking – leveraging transformation – internal external leveraging – Disseminating transformation- scaling for innovation- Team models-case studies.

Note: Theoretical Subject. 100 % theory questions.

LEARNING RESOURCES

1. Herbert, Lindsay; Digital Transformation: Build your organization's Future for the Innovation Age, Ed.1,2017, Bloomsbury Publication,
2. Thomas M. Siebel, Digital Transformation: Survive and Thrive in an Era of Mass Extinction, Ed.1, 2019, RosettaBooks
3. Rogers, David, The Digital Transformation Playbook – Rethink your Business for the Digital Age, Ed.1,2016, Columbia Business School Publishing
4. Westerman, G; Bonnet, D; and McAfee, A; Leading Digital: Turning Technology into Business Transformation; Ed.1,2014, Harvard Business Review Press

5. Srinivasan. J, and Suresh. J, Cloud Computing: A Practical Approach for learning and implementation, Ed.1,2014, Pearson Publication

MB20MI03	E-Commerce and Digital Markets	L	T	P	C
		3	0	2	4

COURSE OBJECTIVES

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

Unit I Introduction to E-Commerce

E-commerce - Difference Between E-commerce and E-business- Technological Building Blocks -Trends in E-commerce - Features of E-commerce Technology-Types of E-commerce–Assessing E-Commerce -Academic Disciplines Concerned with E-commerce - Careers in E-commerce - E-Commerce Business Models - How E-commerce Changes Business.

Unit II Technology Infrastructure for E-commerce

Internet and its Infrastructure - Web - Features and Services - Mobile Apps - Imagine Your E-commerce Presence - Building an E-commerce Presence: A Systematic Approach - Choosing Software - Choosing Hardware - Other E-commerce Site Tools - Developing a Mobile Website and Building Mobile Applications.

Unit III E-Commerce Security and Payment Systems

The E-commerce Security Environment - Security Threats in the E-commerce Environment-Technology Solutions - Management Policies, Business Procedures, and Public Laws - E-commerce Payment Systems - Electronic Billing Presentment and Payment.

Unit IV Digital Marketing

Foundation of Digital Marketing- Understanding the Customer Journey - Choosing the Right Marketing Campaign - Crafting Winning Offers - Pursuing Content Marketing Perfection - Blogging for Business - Generating Website Traffic: Building High-Converting Landing Pages – Capturing Traffic with Search Marketing - Tapping into Paid Traffic.

Unit V Ethical, Social and Political Issues in E-commerce

Ethical, Social and Political Issues in E-commerce - Privacy and Information Rights- Key Issues in Online Privacy of Consumers- Consumer Privacy Regulations and Enforcement - Intellectual Property Rights- Governance- Public Safety and Welfare.

LEARNING RESOURCES

1. Kenneth C.Laudon Carol GuercioTraver (2019), “E–Commerce”, 15th Edition, Pearson Publication.
2. S.J.P.T.JOSEPH (2019), “E–Commerce: An Indian Perspective”, 6th Edition, PHI Publication.
3. Ryan Deiss, Russ Henneberry (2017), “Digital Marketing for Dummies”, 1st Edition, John Willey& Sons, Inc.
4. Gary P.Schneider (2017), “Electronic Commerce” Course Technology Inc. 12th Edition, Cengage Learning.
5. Vandana Ahuja (2017), “Digital Marketing”, 3rd Edition, Oxford University Press.
6. Shivani Arora (2017), “E–Commerce”, 1st Edition, Taxmann Publication.

BUSINESS ANALYTICS

MB20BA01	Data Visualization For Managers (Practical Course)	0	2	6	4
MB20BA02	Business Forecasting (Practical Course)	0	2	6	4
MB20BA03	Data Science Using R (Practical Course)	0	2	6	4
MB20BA04	Business Data Mining (Practical Course)	0	2	6	4
MB20BA05	Marketing Analytics (Practical Course)	0	2	6	4

MB20BA01	DATA VISUALIZATION FOR MANAGERS (PRACTICAL COURSE)	L	T	P	C
		0	2	6	4

COURSE OBJECTIVES

- Understand concepts required for visualization
- Integrating complex data analytics with decision making
- Use Design principles to Visualize complex data types
- Carry out Real time data visualization
- Appraise the Challenges in Visualization and manage them

UNIT I Introduction

The Visualization scope – Definitions – Grammar of Graphics – Golden rule of information design.

UNIT II Process

Visualizing Process– Colors – General Principles of Design of Visualization- Visualizing multi-variant data

UNIT II Designing

Information Design Genres – Illustration – maps- Statistical-concept-network- Scientific visualizations

UNIT IV Workflow

Text and type- Design Workflow- Project Phases- Ethics of Information Design-Visualization Literacy

UNIT V Designing Solution

Hidden thinking – Developing Design Solution- interactivity- Annotation.

Note: Practical Subject. 60 Marks Internal, 40 Marks End Term University Practical Examinations.

SUGGESTED SOFTWARE TOOLS: Tableue – Qlikview - Plotly

LEARNING RESOURCES

1. J. Hilden J. Koponen, Data Visualization Handbook, 1st Edition, 2019, Aalto University
2. Andy Kirk, Data Visualisation: A Handbook for Data Driven Design, , 1st Edition, 2019, Sage Publication
3. Kieran Healy, Data Visualization – A Practical Introduction, Ed.1, 2019, Princeton University Press.
4. Claus O. Wilke, Fundamentals of Data Visualization: A Primer on Making Informative and Compelling Figures, First edition, 2019, O'Reilly
5. Brett Powell, Microsoft Power BI Cookbook: Creating Business Intelligence Solutions, 1st Edition, 2017, Packt Publishing
6. Abdulkader Aljandali, Multivariate Methods and Forecasting with IBM SPSS Statistics, 1st ed. 2017 Springer;

MB20BA02	BUSINESS FORECASTING (PRACTICAL COURSE)	L	T	P	C
		0	2	6	4

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

Overview of forecasting process – Forecasting, planning and goals – Forecasting data and methods

UNIT II Exploration

Exploratory Data Analytics - Time series graphics using R- Time series patterns- Scatterplots- Lag plots

UNIT III Models

Time Series Modeling using Regression– Forecasting using models–
Evaluating the regression model

UNIT IV Methods

Time Series Decomposition – Components – Moving Averages –
Classical method

UNIT V Advanced Techniques

Exponential smoothing- Trend methods- ARIMA models – Dynamic
models- hierarchical or grouped time series

**Note: Practical Subject. 60 Marks Internal, 40 Marks End Term
University Practical Examinations.**

SUGGESTED SOFTWARE: GMDH Streamline, Forecast Pro etc.

LEARNING RESOURCES

1. Rob J Hyndman , George Athanasopoulos, Forecasting: Principles and Practice, Ed.2,2018, Otexts
2. Devon Powers, On Trend: The Business of Forecasting the Future, Ed.1, 2019, University of Illinois Press
3. Render, Quantitative Analysis For Management, Ed.13,2018, Pearson Education
4. David Hendry , Jennifer Castle , Michael Clements, Forecasting: An Essential Introduction, Ed.1, 2019, Yale University
5. GerardusBlokdyk, Management And Forecasting A Complete Guide, Ed.1, 2019, 5STARCOOKS Press

MB20BA03	DATA SCIENCE USING R (PRACTICAL COURSE)	L	T	P	C
		0	2	6	4

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.
- Learn various methods of using Hadoop and R together
- Understand how to write Interpretation and do decision making

UNIT I Introduction to Data Science

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

UNIT II R and its applications

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

UNIT III Pre- Processing

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

UNIT IV Big Data in R

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

UNIT V Automation

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

Note: Practical Subject. 60 Marks Internal, 40 Marks End Term University Practical Examinations.

LEARNING RESOURCES

1. James (JD) Long (2019), "R Cook book"-2nd Edition-O'Reilly Media Inc.
2. Wiktorski, Tomasz (2019), "Data-intensive Systems-Principles and Fundamentals using Hadoop and Spark"-Springer.
3. Andrew Olesky (2018), "Data Science with R: A Step By Step Guide with Visual Illustrations & Examples", Kindle Edition.
4. Hadley Wickham, Garrett Golemund (2017), "R for Data Science: Import, Tidy, Transform, Visualize, and Model Data", O'Reilly.
5. Thomas Mailund (2017), "Beginning Data Science in R: Data Analysis, Visualization, and Modeling for the Data Scientist", A Press.
6. Gareth James, Daniela Witten, Trevor Hastie, Robert Tibshirani (2017), "An Introduction to Statistical Learning: with Applications in R", Springer Texts in Statistics.
7. Dan Toomey (2014), "R for Data Science", Packt Publishers,
8. Manas A. Pathak (2014), "Beginning Data Science with R", Springer.

MB20BA04	BUSINESS DATA MINING (PRACTICAL COURSE)	L	T	P	C
		0	2	6	4

COURSE OBJECTIVES

- Recognize the iterative character of a Data Mining Process and also to implement some Data Preprocessing Techniques
- To learn the advantages of Data Reduction in the Preprocessing Phase and also to understand the Machine Learning Algorithm
- To understand the methods of Statistical Inference used in Data Mining Applications
- To know the C4.5 Algorithm for generating Decision Trees & to describe the components of Artificial Neural Networks
- To illustrate Web Mining using Hyperlink-Inducted Topic Search (HITS), LOGSOM and Path Traversal Algorithm

UNIT I Data Mining Concepts and Outlier Analysis

Data Mining Concepts – Roots – Process – Data Collection to Data Preprocessing – Business aspects of Data Mining – Preparing the Data – Representation – Characteristics – Transformation of Raw Data – Missing Data – Outlier Analysis

UNIT II Feature Reduction and Learning from Machine

Data Reduction – Dimension of Large Data Sets – Features Reduction – Relief Algorithm – Principal Component Analysis – Value Reduction – Learning from Data – Learning Machine – Types of Learning Methods – Support Vector Machines – Semi Supervised Support Vector Machines – Model Selection

UNIT III Predictive Statistical Methods

Statistical Methods – Bayesian Inference – Predictive Regression – Analysis of Variance – Logistic Regression – Log-Linear Models – Linear Discriminant Analysis

UNIT IV – Decision Trees and Artificial Neural Networks

Decision Trees – Trees – C4.5 Algorithm – Decision Rules – Cart Algorithm – Artificial Neural Networks – Model of an Artificial Neuron – Learning Process – Self-Organizing Maps – Deep Learning – Convolution Neural Networks

UNIT V Web Mining & Text Mining

Web Mining & Text Mining – Web Content, Structure and Usage Mining – HITS and LOGSOM Algorithms – Mining Path – Traversal Patterns – PageRank Algorithm – Recommender Systems – Text Mining – Latent Semantic Analysis

100% Practical

Note: Practical Subject. 60 Marks Internal, 40 Marks End Term University Practical Examinations.

SUGGESTED SOFTWARE TOOLS:-

RapidMiner, Neural Designer, KNIME Analytics, Advance Miner, SAS Enterprise Miner, Oracle Data Miner, Analytic Solver (Excel) and any other latest software.

LEARNING RESOURCES

1. MehmedKantardzic (2019), “Data Mining: Concepts, Models, Methods, and Algorithms”, 3rd Edition, Wiley.
2. Milan Kumar (2019) , CIO Series Immersive and Augmented Analytics , First Reprint. , Indra Publishing House .
3. Pang-Ning Tan (2018) , “Michael Steinbach, AnujKarpatne, Vipin Kumar - Introduction to Data Mining”, 2nd Edition, Pearson.
4. Anil Maheshwari (2017) , “Data Analytics”,1st Edition, McGraw Hill.
5. U Dinesh Kumar (2017), “Business Analytics The Science of Data Driven Decision Making” 1st Edition , Wiley.
6. AnasseBari , Mohamed Chaouchi and Tommy Jung (2015) , ” Predictive Analytics” , Willey.

MB20BA05	MARKETING ANALYTICS (PRACTICAL COURSE)	L	T	P	C
		0	2	6	4

COURSE OBJECTIVES

- To understand Data Mining with Real World Examples and also to know the Virtuous Cycle of Data Mining
- To learn the Methodology of Data Mining including Business Statistics
- To know the Directed, Undirected Data Mining and the Pattern Discovery
- To learn the K-Means Clustering and the Market Basket Analysis
- To recognize Link Analysis, OLAP and Analytic Sandboxes

UNIT I Data Mining Applications in Marketing

Data Mining & Business Process – Commercial Data Mining Software Products – Virtuous Cycle of Data Mining – Data Mining Applications in Marketing – Customer Life Cycle – Customer Acquisition – Customer Relationship Management

UNIT II Data Mining Process & Techniques

Data Mining Process – Hypothesis Testing – Explanatory Data Analysis – Data Mining Techniques – Measuring Data – Categorical Values – Measuring Response – Bonferroni's Correlation – Chi-Square Test

UNIT III Descriptions, Prediction & Pattern Discovery

Profiling and Predictive Modeling – Directed Data Mining Methodology – Pattern Discovery and Data Mining – Directed Techniques – Data Exploration – Simulation, Forecasting & Agent-Based Modeling – Undirected Data Mining

UNIT IV Automatic Cluster Detection and Market Basket Analysis

Customer Segmentation and Clustering – K-Means Clustering Algorithm – Interpreting Clusters – Defining Market Basket Analysis – Association Analysis – Cross Selling – Sequential Pattern Analysis

UNIT V Link Analysis, OLAP and Analytic Sandboxes

Basic Graph Theory – The Traveling Salesman Problem – Social Network Analysis – Data Warehousing – Data Mart – Analytic Sandboxes – OLAP – Building Customer Signatures

Note: Practical Subject. 60 Marks Internal, 40 Marks End Term University Practical Examinations.

SUGGESTED SOFTWARE TOOLS:-

SPSS, Power BI, Google Analytics, Excel, SmartLook, Whatgraph, HubSpot, Looker, Marketo, Salesforce Einstein, Buzz Board & any other latest software.

LEARNING RESOURCES

1. Data Mining Techniques (Reprint 2017), “For Marketing, Sales and Customer Relationship Management “ , 3rd Edition – Wiley – Reprint 2017
2. Anil Maheswari - Big Data Made Accessible: 2020 edition – Kindle Edition
3. Jeffrey D. Camm, James J. Cochran, Michael J. Fry, Jeffrey W. Ohlmann, David R. Anderson, Dennis J. Sweeney, Thomas A. Williams - "Business Analytics" - Cengage - 3rd Edition – 2019
4. Milan Kumar - CIO Series Immersive and Augmented Analytics – Indra Publishing House - First Reprint 2019
5. Grigsby, M., Marketing Analytics: A Practical Guide to Real Marketing Science. Kogan Page Publishers, 2015.
6. Wayne L. Winston, Marketing Analytics: Data–Driven Techniques with Microsoft Excel, Wiley, 2014

INNOVATION ENTREPRENEURSHIP AND VENTURE DEVELOPMENT					
MB20IV01	Managing Value Creation	3	0	2	4
MB20IV02	Creating Business Models	3	0	2	4
MB20IV03	Startup and Venture Management	3	0	2	4
MB20IV04	Entrepreneurial Skills	3	0	2	4
MB20IV05	International Business Venture Environment	3	0	2	4

MB20IV01	MANAGING VALUE CREATION	L	T	P	C
		3	0	2	4

COURSE OBJECTIVES

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

UNIT I –Introduction

Introduction to Value Creation – Understanding Financial Statements

UNIT II–Financial Diagnosis and Management

Assessing Liquidity and Operational Efficiency – Financing Strategies – Measuring Cash Flows – Diagnosing Profitability Risk and Growth

UNIT III–Investment Decision

Using NPV to make Value Creating Investment Decisions- Alternatives to NPV – Estimating Cash Flows-

UNIT IV –Financing Decisions

Raising Capital- Valuing Securities-Estimating Cost of Capital for – Firm - Project

UNIT V –Business Decisions

Valuing and Acquiring Business- Managing Risk-Global Business Decisions-Managing for Value Creation

LEARNING RESOURCES

1. Finance for Executives: Managing for Value Creation, Gabriel A. Hawawini, Claude Viallet, Ed. 3Cengage Learning, 2019.
2. Damodaran, A., Applied Corporate Finance, 3rd Edition, Wiley, 2019.
3. Damodaran, A., Corporate Finance: Theory and Practice, 2nd Edition, Wiley India Pvt Ltd., 2018.
4. Ehrhardt, M.C. and Brigham, E., Corporate Finance: A Focused Approach, South Western, 2018.

- Kidwell, D. and Parrino, R., Fundamentals of Corporate Finance, Wiley India Pvt. Ltd., Ed.2,2020.

MB20IV02	CREATING BUSINESS MODELS	L	T	P	C
		3	0	2	4

COURSE OBJECTIVES

- To learn the creation of good business models
- To enable the basic insights of Innovative models
- To emphasize the application of theory to venture business decisions

UNIT I –Introduction

Introduction to Business Models – Business Model Innovation-White Space and Business Innovation

UNIT II–Need for New Business Models

Four Box Framework- Transforming Existing Markets

UNIT III–New Markets

Creating New Markets- Dealing with Industry Discontinuity

UNIT IV –Business Model Innovation

Digital Transformation- Design of New Business Models

UNIT V –Innovation as Repeatable Process

Model Implementation – Overcoming Challenges

LEARNING RESOURCES

- Johnson, M. W. , Reinvent Your Business Model: How to Seize the White Space for Transformative Growth. Harvard Business Press. Ed. 4, 2018.
- McKinney, R. E., Eng, B., & York, O. ,Rapid Experimentation: The Silicon Valley Method of Success. SAGE Publications Ltd, Ed.1, 2019.
- Popp, K. M. , Business Models. BoD–Books on Demand, Ed.12019.
- Liedtka, J., & Ogilvie, T. , The designing for growth field book: A step-by-step project guide. Columbia University Press, Ed.1,2019.
- Chernev, A. , The business model: how to develop new products, create market value and make the competition irrelevant. Cerebellum Press,Ed.1,2020.

MB20IV03	STARTUP AND VENTURE MANAGEMENT	L	T	P	C
		3	0	2	4

COURSE OBJECTIVES

- To learn the creation of good startups
- To enable the basic insights of managing ventures
- To emphasize the application of theory to startup business decisions

UNIT I –Introduction

Concepts- Entrepreneurial Skills- Factors impacting Entrepreneurial growth- Entrepreneurial traits-Process

UNIT II–New Business Selection

Opportunity Search- Business Selection

UNIT III–Small Business Launching

SME definition- Role of SMEs- Registration and Launching

UNIT IV –Project Report Preparation

Project Planning – Appraisal-Feasibility-Financial Projections

UNIT V –Support Institutions and Management Process

SME Assisting Institutions- Information Assistance- Laws concerning SMEs

LEARNING RESOURCES

1. Aurangabadkar P, Singh S , Startup and New Venture Management. Nirali Prakashan. Ed. 1, 2018.
2. Fred Haney , The Fundable Startup: How Disruptive Companies Attract Capital. Select Books, Ed.1, 2018.
3. David S. Rose, Angel Investing: The Gust Guide, Wiley, Ed.2, 2020.
4. Dean A. Shepherd and Mark Shanley, New Venture Strategy: Timing, Environmental Uncertainty, and Performance, Ed.2, SAGE Publications, 2020.
5. Christopher Mirabile and Hambleton Lord, Venture Capital: A Practical Guide to Fund Formation and Management, Ed.1, Creative Space, 2018.

MB20IV04	ENTREPRENURIAL SKILLS	L	T	P	C
		3	0	2	4

COURSE OBJECTIVES

- To learn the creation of good startups
- To enable the basic insights of managing ventures
- To emphasize the application of theory to startup business decisions

UNIT I –Introduction

Concepts- Essential Skills- Finding the gap

UNIT II–Implementation

Managing Implementation – Driving for Speed – Fast Iterations

UNIT III–Managing Risks

Failing wisely- Failure ratio – Learning from Risk-

UNIT IV –Team work

Teaming- Diversity building-Collective problem solving-

UNIT V –Social Responsibility

Gifting – Generosity-

LEARNING RESOURCES

1. Wilkinson, A. , The Creator's Code: The Six Essential Skills of Extraordinary Entrepreneurs. Simon and Schuster, Ed.2, 2018.
2. McKinney, R. E., Eng, B., & York, O. ,Rapid Experimentation: The Silicon Valley Method of Success. SAGE Publications Ltd, Ed.1, 2019.
3. Leonard C. Green,The Entrepreneur's Playbook, AMACOM, Ed.4, 2017.
4. Cecile Nieuwenhuizen, Entrepreneurial skills, Juta Legal and Academic Publishers; 2nd ed, 2019.
5. Kim Perell,The Execution Factor, McGraw-Hill Education; 1 ed, 2018.

MB20IV05	INTERNATIONAL BUSINESS VENTURE ENVIRONMENT	L	T	P	C
		3	0	2	4

COURSE OBJECTIVES

- To understand contemporary issues in Global Business environment affecting new ventures
- To enable the basic insights of managing ventures in the global business environment
- To develop a truly global perspective

UNIT I – Globalization

Introduction to the field of Global Business, Significance, Nature and Scope of Global Business, Modes of Global business – Global Business Environment- Social, Cultural, Economic, Political and Ecological factors

UNIT II– Theories of International Trade

Trading Environment of International Trade - Free Trade Vs Protection-Tariff and Non-tariff Barriers –Trade Blocks

UNIT III– Balance of Payment

Concept, Components of BOP, Disequilibrium in BOP – Causes for disequilibrium and Methods to correct the disequilibrium in Balance of Payment

UNIT IV – Foreign Exchange Market

Nature of transactions in foreign exchange market and types of players, Exchange rate determination, Convertibility of rupee – Euro currency market

UNIT V – World Trade Organization

Objectives, Organization Structure and Functioning, WTO and India, International liquidity: Problems of liquidity; International Financial institutions - IMF, IBRD, IFC, ADB – Their role in managing international liquidity problems

LEARNING RESOURCES

1. Daniel, John D and Rdebangh, Lee H. International Business, 6h ed., New York, Addison Wesley, Ed.2, 2018.
2. Michael R. Czinkota, Iikka A. Ronkainen & Michael H. Moffett., International Business, Cengage Learning, Ed.3, 2018.

3. Bhall, V.K. and S. Shivaramu, International Business Environment and Business, New Delhi, Anmol, Ed.2,2020
4. Charles W. L. Hill, Irwin , International Business, 3rd Edition, McGraw-Hill, 2020
5. Roger Benett, International Business, Pearson Education, NIhi, Ed.5,2020

INTERNATIONAL TAXATION AND TECHNOLOGY

MB20NT01	Foundation Of Us Tax And Taxation Technology	3	0	2	4
MB20NT02	US Corporate Taxation	3	0	2	4
MB20NT03	US Partnership Taxation	3	0	2	4

MB20NT01	FOUNDATION OF US TAX AND TAXATION TECHNOLOGY	L	T	P	C
		3	0	2	4

COURSE OBJECTIVES

- To provide a clear understanding of US Taxation and Technology.
- To learn the basics of Taxation Technology Tools in Professional Services
- To Understand the concepts related to Taxation and its Business Intelligence

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–US tax Systems – US Legal Systems – Tax Life Cycle.

UNIT II– 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 III– 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 IV– 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 V– Analysis and Getting Started with Calculated Field

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. 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. Foundation of International Tax and Technology –Course Material Prepared by Ernst and Young (p) Ltd.
2. Taxation Technology – Course Material Prepared by Ernst and Young (p) Ltd
3. Misesy & Schadewald, A Practical Guide to U.S. Taxation of International Transactions, Ninth Edition, Kluwer Law—CCH Incorporated (2013).
4. Kuntz & Peroni, U.S. International Taxation, Three Volumes, Warren, Gorham & Lamont (as supplemented) (and available electronically

on RIAG Checkpoint).

MB20NT02	US CORPORATE TAXATION	L	T	P	C
		3	0	2	4

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 and Analysis of Expense

Explain relationship between corporate book income and taxable – Income Describe Schedule M–1 and M–3 disclosure requirements Analyze Income–Define Gross Income- 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 III 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 IV 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

UNIT V US taxation of Foreign Corporation

Tax treatment of Charitable Contributions, net operating losses, and dividends –received deductions Finalize corporate taxable income - Compute Corporate Tax Liability–Explain applicability and calculation of Corporate Alternative Minimum Tax - 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–

THEORY -70% PROBLEMS – 30 %

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)

MB20NT03	US PARTNERSHIP TAXATION	L	T	P	C
		3	0	2	4

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

THEORY -70% PROBLEMS – 30 %

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).

SEMESTER-IV

NON FUNCTIONAL ELECTIVE

ENTREPRENEURSHIP					
MB20NE01	Technology Appreciation and Intellectual Property Rights	3	0	2	4
MB20NE02	Innovation Technology and Management	3	0	2	4
MB20NE03	Indian Models in Entrepreneurship	3	0	2	4
MB20NE04	Social Entrepreneurship	3	0	2	4
MB20NE05	Funding Options for Entrepreneurs And Startups	3	0	2	4
MB20NE06	Entrepreneurial Marketing	3	0	2	4

MB20NE01	TECHNOLOGY APPRECIATION AND INTELLECTUAL PROPERTY RIGHTS	L	T	P	C
		3	0	2	4

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

MB20NE02	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 play

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.

MB20NE03	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

MB20NE04	SOCIAL ENTREPRENEURSHIP	L	T	P	C
		3	0	2	4

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. BjörnBjerke, 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. RyszardPraszkier, 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.

MB20NE05	FUNDING OPTIONS FOR ENTREPRENEURS AND STARTUPS				L	T	P	C
					3	0	2	4

COURSE OBJECTIVES

- To explore the emerging options and trends in startup funding
- To understand the fundamentals of seed capital, venture capital and private equity
- To comprehend the rise of startups and their failure in India and the startup culture

UNIT I Seed Capital

Seed capital – meaning – sources – matching needs and sources – forms of seed capital – seed capital as a tool to test commercial validity

UNIT II Venture Capital

Need for venture capital – forms of venture capital – valuation issues – ask and offer – stages in venture capital funds – players and participants

UNIT III Private Equity

When does private equity come in? – Sources of private equity – The changing dynamics of risk and return in private equities – exit strategies for private equity – Global and Indian private equity players

UNIT IV Emerging Trends in Startup Funding

Emerging Trends in Startup Funding – Central and State Government schemes – NGO funding – Crowd funding – Angel investors – Hedge funds – Commercial banks

UNIT V The Rise of Startups and MSMEs

Critical success factors – stories of success and failures of startups and MSMEs in India – Tech startups – Market map – Fintech 250 – Paradigm shift in Startup culture

LEARNING RESOURCES

1. K.S.V. Menon&Garima Malik, Funding Options for Startups: A Conceptual Framework Practical Guide, Notion Press; 1 edition (2016)
2. Vijaya Kumar Ivaturi et al, The Manual for Indian Startups : Tools to Start and Scale-up your new venture, Penguin Random House India, 2017
3. MehulDarooka&Vikas Kumar, Startups! Finding Funding, Vishwakarma Publications, 2016
4. The Staff of Entrepreneur Media, Finance Your Business: Secure Funding to Start, Run, and Grow your business, Entrepreneur Press, 2016

MB20NE06	ENTREPRENEURIAL MARKETING	L	T	P	C
		2	0	2	3

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 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 placement – 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 Companyll, Pearson Education, 2015.

RETAIL MANAGEMENT					
MB20NR01	Logistic and Supply Chain Aspects in Retail Management	3	0	2	4
MB20NR02	Retail Brand Management	3	0	2	4
MB20NR03	Retail Consumer Behavior	3	0	2	4
MB20NR04	E-Retailing	3	0	2	4

MB20NR01	LOGISTIC AND SUPPLY CHAIN ASPECTS IN RETAIL MANAGEMENT	L	T	P	C
		3	0	2	4

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

Development of e-tail logistics- growth of e-commerce- logistical challenges-environmental impact of online retail logistics-RFID- the initial hype and reality- Greening of retail logistics- environmental effects of retail logistics- Framework for analyzing the impact of retail deliveries- managing the waste within the retail supply chain.

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
5. John Fernie & Leigh Sparks Logistics &Retail Management Emerging issues and new challenges in the retail supply chain, 3rd Edition, Kogan Page.

MB20NR02	RETAIL BRAND MANAGEMENT	L	T	P	C
		3	0	2	4

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 Brand

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 Pearson, 2011.
2. Srinivasan, Strategic Retail Management,Biztantra ,Dreamtech press,2010
3. Barry Berman, Joel R Evans, Retail Management-A Strategic Approach,10th edition,Pearson.2010

4. Kevin lane Keller, Best practice cases in branding: Lessons from the world's strongest brands,3rd edition, Pearson 2011.
5. Kaperfere, Strategic Brand Management, 4th edition, Paper back.
6. David asker, Building Strong Brands, free press, 1995.
7. A.K. Chitale& Ravi Gupta, Product Policy and Brand Management,3rd edition.

MB20NR03	RETAIL CONSUMER BEHAVIOR	L	T	P	C
		3	0	2	4

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.
- To understand the buying behaviour of e-customers

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. e-commerce- e-shoppers- e-retailing.

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 LasarKanuk, 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 sheth Mittal consumer behavior –A managerial perspective, Cengage publishers 1st edition, 2017.

MB20NR04	E–RETAILING	L	T	P	C
		3	0	2	4

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 edition, 2017.

PROJECT MANAGEMENT

MB20NP01	The Project Organization	3	0	2	4
MB20NP02	Project Planning and Scheduling	3	0	2	4
MB20NP03	Project Budgeting and Analysis	3	0	2	4
MB20NP04	Managing Project Teams	3	0	2	4
MB20NP05	Project Execution Monitoring and Control	3	0	2	4
MB20NP06	Project Audit and Closure	3	0	2	4

MB20NP01	THE PROJECT ORGANIZATION	L	T	P	C
		3	0	2	4

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 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 III Organization Strategy, Structure And Culture

Projects Vs Operational Work; The strategic management process - Project portfolio management system - The need for an effective project portfolio management system - 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 IV 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 V Project Selection And Screening

Project selection models and Methods – Project Screening – Technical Appraisal – Commercial appraisal – Break even analysis – Margin of safety – Sensitivity analysis – Estimation of demand using macro-economic factors – Management appraisal – Economic appraisal – Social cost benefit appraisal – Decision tree analysis

Note: Theory – Problem Ratio: 75 (T): 25 (P)

LEARNING RESOURCES

1. Pradeep Pai, Project Management, First Impression, Pearson Publication, 2019
2. Project management Institute, The Guide to the Project Management Body of Knowledge (PMBOK Guide), 5th Edition, PMI Publication, 2012
3. Samuel Mantel, Jack Meredith, Scott Shafer, Margret Sutton and M.R.Gopalan, Project Management, Core Textbook, 1st Indian edition, Wiley India, 2010

MB20NP02	PROJECT PLANNING AND SCHEDULING	L	T	P	C
		3	0	2	4

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 Project Scheduling and Network Analysis

Developing a project network, From work packages to network, Network computation process, Activity on Arrow (AOA) convention - Critical Path determination (CPM), Float analysis – Program Evaluation and Review Technique (PERT) Analysis, Project compressions - Strategies, tools and techniques - Crashing analysis – Activity on Node (AON) convention – Lead/Lag network relationships – Floats determinations in AON network

UNIT V - Gantt chart And Project Resource Leveling

Practical considerations, and extended network techniques; Project planning involving constraints of time, resources, and funds; Gantt Chart – Concept and Applications, Resource allocation and leveling – Procedure and Techniques

Note: Theory – Problem Ratio: 75 (T) : 25 (P)

LEARNING RESOURCES

1. Pradeep Pai, Project Management, First Impression, Pearson Publication, 2019
2. Project management Institute, The Guide to the Project Management Body of Knowledge (PMBOK Guide), 5th Edition, PMI Publication, 2012
3. Samuel Mantel, Jack Meredith, Scott Shafer, Margret Sutton and M.R.Gopalan, Project Management, Core Textbook, 1st Indian edition, Wiley India, 2010

MB20NP03	PROJECT BUDGETING AND PERFORMANCE ANALYSIS	L	T	P	C
		3	0	2	4

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 Analysis

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

Note: Theory – Problem Ratio: 75 (T) : 25 (P)

LEARNING RESOURCES

1. Pradeep Pai, Project Management, First Impression, Pearson Publication, 2019
2. Project management Institute, The Guide to the Project Management Body of Knowledge (PMBOK Guide), 5th Edition, PMI Publication, 2012

3. Samuel Mantel, Jack Meredith, Scott Shafer, Margret Sutton and M.R.Gopalan, Project
1. Management, Core Textbook, 1st Indian edition, Wiley India, 2010

MB20NP04	MANAGING PROJECT TEAMS	L	T	P	C
		3	0	2	4

COURSE OBJECTIVES

- To understand the role of projects in organization and to master the Project Management tools, techniques and interpersonal skills necessary to orchestrate projects from start to finish.
- To provide students with an integrative view of contribution of Project Management to the strategic goals of the organization and to enterprise in the process of managing projects

UNIT I Leadership

Managing Vs Leading a project – Managing Project Stakeholders – Influence as exchange – Managing upward relations – Leading by example – Social Network building - case study

UNIT II Ethics And Project Management

Ethics and Project Management- Building trust: the key to exercising influence – Qualities of an effective project manager – Managing Inter organizational relations - case study

UNIT III Managing Project Teams

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

UNIT IV Project Outsourcing

Outsourcing Project work – Requirements and procedures – Extensive training – team building activities – Time management – Risk Management – Procurement Management - case study

UNIT V Conflict Management

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

Note: Theory – 100%

LEARNING RESOURCES

1. Project management Institute, The Guide to the Project Management Body of Knowledge (PMBOK Guide), 5th Edition, PMI Publication, 2012
2. Clifford Gray, Erik Larson and Gautam Desai, Project Management, The Managerial Process, 4th edition, Tata McGraw Hill 2012
3. Prasanna Chandra, Projects, Planning, Analysis, Selection, Financing, Implementation and Review, 7th edition, Tata McGraw Hill, 2012

MB20NP05	PROJECT EXECUTION, MONITORING AND CONTROL	L	T	P	C
		3	0	2	4

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 Monitoring Information System

Project authorization information flow -Structure of a Project Monitoring Information System – Overview, Types of Information to be gathered - Data to be Collected, Analysis and Report; Problems in Data Acquisition

UNIT II Project Scheduling and Execution

Schedule Activities, Sequence Activities, Activity Resource Estimation, Estimation of Activity Durations, Development of Schedule, Controlling the Schedule; Monitoring Time Performance – Tracking Gantt chart

UNIT III Project Monitoring Quality Management

Quality Plan – Quality requirements, Standards for the Project and Product, Documentation; Quality Assurance Performance – Audit and Ensuring Quality Standards, Quality Control Performance –Monitoring and Recording Results, Tracking Quality Control Charts and Recommending Necessary Changes

UNIT IV Project Controlling Systems

Project Control process – Steps in Control Process; Designing the control systems – Types of Control Systems and Tools for Control; Scope Creep, Baseline Changes, Techniques of Executing the Project within Scheduled Time, Time Vs Quality and Time Vs Cost control systems; Case Study

UNIT V 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

Note: Theory – Problem Ratio: 90 (T) : 10 (P)

LEARNING RESOURCES

1. Project management Institute, The Guide to the Project Management Body of Knowledge (PMBOK Guide), 5th Edition, PMI Publication, 2012
2. Harold Kerzner, Project Management, A Systems approach to Planning, Scheduling and Controlling, 10th edition, Wiley India, 2011
3. Prasanna Chandra, Projects, Planning, Analysis, Selection, Financing, Implementation and Review, 7th edition, Tata McGraw Hill, 2012

MB20NP06	PROJECT REPORT, AUDIT AND CLOSURE	L	T	P	C
		3	0	2	4

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 report – Types of Project report – Procedure for writing project report – Techniques for writing effective project report – Contents in project report

UNIT II

Audit and assessments - Managing troubled projects - Benefits of audits and assessments-When to audit – Difference of audits and assessments

UNIT III

Project audits- methodology- kinds of preparations needed–strategy choices for audits- When to assess or audit- developing audit plan-stakeholders- best practices

UNIT IV

Project review - control of projects- review activities- involving 3rd parties – Project closure- processes for closure- deliverables- best practices

UNIT V

Project retrospective- methodologies- post mortems- archiving- need

Note: Theory – 100%

LEARNING RESOURCES

1. The Guide to the Project Management Body of Knowledge (PMBOK Guide), 5th Edition by Project management Institute 2012
2. Pradeep Pai, Project Management, First Impression, Pearson Publication, 2019
3. Samuel Mantel, Jack Meredith, Scott Shafer, Margret Sutton and M.R.Gopalan, Project Management, Core Textbook, 1st Indian edition, by Wiley India 2009
4. Prasanna Chandra ,Projects, Planning, Analysis, Selection, Financing, Implementation and Review 7th edition, Tata McGraw Hill 2008

TOURISM AND HOSPITALITY MANAGEMENT

MB20NH01	Hospitality Management	3	0	2	4
MB20NH02	Event Management	3	0	2	4
MB20NH03	Hospitality Facility Planning	3	0	2	4
MB20NH04	International Tourism Management	3	0	2	4
MB20NH05	Revenue And Pricing Management For Hospitality Industry	3	0	2	4
MB20NH06	Travel And Tour Operations Management	3	0	2	4

MB20NH01	HOSPITALITY MANAGEMENT	L	T	P	C
		3	0	2	4

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
6. Allan Fyall, Patrick Legohere, Isabelle Frochot and Youcheng Wang, Marketing for Tourism and Hospitality: collaboration, technology and experiences, Routledge, 2019.

MB20NH02	EVENT MANAGEMENT	L	T	P	C
		3	0	2	4

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.
7. Wagen Lynn Van Der Carlos B.R, Event Management text Book, Pearsons (Prentice Hall)
8. Meegan Jones, Sustainable Event Management: A practical Guide, Routledge, 2017

MB20NH03	HOSPITALITY FACILITY PLANNING	L	T	P	C
		3	0	2	4

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. StipanukRoffmann , 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.
4. Sophea Tieng, Managing Hospitality Facilities, Arcler Education Incorporated, 2019.

MB20NH04	INTERNATIONAL TOURISM MANAGEMENT	L	T	P	C
		3	0	2	4

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
5. A.K.Bhatia, International Tourism Management, Sterling Publishers Pvt. Ltd., 2019.

MB20NH05	REVENUE AND PRICING MANAGEMENT FOR HOSPITALITY INDUSTRY	L	T	P	C
		3	0	2	4

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. :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.
5. Gemma Hereter, Introduction to revenue management for Hotels: Tools and strategies to maximize the revenue of your property, Cratespace Independent Publishing Platform, 2017.

MB20NH06	TRAVEL AND TOUR OPERATIONS MANAGEMENT	L	T	P	C
		3	0	2	4

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. (2017). 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

INTERNATIONAL TAXATION AND TECHNOLOGY

MB20NT04	US Individual Taxation	3	0	2	4
MB20NT05	US Corporate State and Local Tax, Transfer Pricing and Indirect Tax	3	0	2	4

MB20NT04	US INDIVIDUAL TAXATION	L	T	P	C
		3	0	2	4

COURSE OBJECTIVES

- To learn the basics of US Individual Taxable Income
- To ascertain Taxation of Expats and Inputs

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

Expat taxes determination –filing requirements – foreign tax credit – excluded income – exclusions – extension – dependent children – FBAR – FATCA form 8938 – rental income – state tax return – case studies.

THEORY -70% PROBLEMS – 30 %

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).

MB20NT05	US CORPORATE STATE AND LOCAL TAX ,TRANSFER PRICING AND INDIRECT TAX	L	T	P	C
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COURSE OBJECTIVES

- To learn the basics of US Corporate State and Local income
- To Understand the differences between US State Income Tax and US federal Income Tax
- To learn the basics of Transfer Pricing
- To compute Indirect Taxes

UNIT I Overview of State Taxes

State Corporate Income Tax- Types of Taxes - Income Tax and Franchise Tax- Other Forms of State and Local Taxes- What is tax Nexus- What determines Nexus- Physical Presence and Economic Presence- PL 86-272 - Computing State Corporate Income Tax Base- Common State Adjustments- State and Local Income Taxes- Municipal Bond Interest- Depreciation Adjustment for State Income Tax computation- Gain / Loss Adjustment for State Income Tax computation

UNIT II Apportionment and Allocation

Apportionment of Business Income- Allocation of Non -Business Income- Apportionment UDITPA Formula- Apportionment Factors- Apportionment Methods- Factor Weightage Exercise

UNIT III Corporate State Income tax

Computing Multi-State Taxable Income and State Income Tax- Federal Income Tax vs State Income tax –States which are exempt from state Income tax in US-Case Study - Overview of State Franchise Taxes-Case Study Involving State Franchise tax of different States in US-states which are Exempt from Franchise tax in US

UNIT IV Transfer Pricing

Overview and Introduction to Transfer Pricing –OECD TP Guidelines-Types of Inter Company Transactions-Functional Analysis-Comparability -Comparable uncontrolled price (CUP) method-Resale price method-cost Plus method-Transactional net margin method (TNMM)-Transactional profit split method -Comparability-Profit level indicators-Global and local documentation-Country by Country Reporting-Special and Current Topics- Case study on all the above topics

UNIT V Indirect Taxes in US

Introduction to Indirect Taxes in US-Types of Indirect Taxes in US-VAT/GST Registration Procedure and Documentation- Exports-Goods Vs Services-Imports Goods Vs Services –VAT/GST Recovery –Record Keeping Requirements-Filing of returns-Fines and Penalties of non Compliance - Case Study.

THEORY -70% PROBLEMS – 30 %

LEARNING RESOURCES

1. US State Income Taxation – Course Material Prepared by Ernst and Young (p) Ltd
2. Transfer Pricing - Course Material Prepared by Ernst and Young (p) Ltd
3. Misesy&Schadewald, A Practical Guide to State Income Tax, Ninth Edition, Kluwer Law—CCH Incorporated (2013).
4. BNA Tax Management, Inc., various "Foreign Income" series and Transfer Pricing series "Tax Management Portfolios" (also available electronically on Lexis–Nexis).
5. Kuntz & Peroni, U.S. International Taxation, Three Volumes, Warren, Gorham & Lamont (as supplemented) (and available electronically on RIAG Checkpoint).